

T. N. CHATURVEDI

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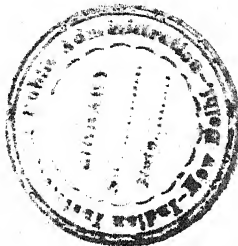
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Compiled by :

R. N. SHARMA

MRS. S. BAKSHI

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- Administration. Quarterly.
Institute of Public Administration, 59,
Lansdowne Road, Dublin 4.
- Administration and Society. 4 times a
year.
Sage Publications, Inc., 275 South
Beverly Drive, Beverly Hills, California
90212.
- Administrative Change. Semi-annual.
B-56, Janta Colony, Jaipur 302004.
- Administrative Management. Monthly.
51, Madison Ave., New York, N.Y.
100010.
- Administrative Science Quarterly.
The Graduate School of Business and
Public Administration, Cornell Uni-
versity, Ithaca, New York 14850.
- African Quarterly.
Indian Council for Africa. Nyaya
Marg, Chanakyapuri, New Delhi-
110021.
- American Academy of Political and
Social Science, Annals. Bi-monthly.
- American Academy of Political and
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Philadelphia, Pennsylvania 19104.
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George Banta Co. Inc. Menasha,
Wisconsin, for American Economic
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- American Journal of Economics and
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American Journal of Economics and
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University of Chicago Press, 5801
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1527, New Hampshire Ave., N.W.,
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Rome, 4000 Liege (Belgium).
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- Behavioral Science. Bi-monthly.
Published by the Society for General
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- Canadian Journal of Political Science. Quarterly. University of Toronto Press, Toronto, Ontario, for Canadian Political Science Association.
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- Capital. Weekly. Capital Limited, 19, R.N. Mookerjee Road, Calcutta 700001.
- Chartered Accountant. Monthly. The Institute of Chartered Accountants of India, Indraprastha Marg, New Delhi-110001.
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- Eastern Economist. Weekly. Eastern Economist Ltd., United Commercial Bank Building, Parliament Street, New Delhi, 110001.
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London School of Economics & Political Science, Houghton St., London
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Gandhian Institute of Studies, P.B.
116, Rajghat, Varanasi-1.
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International Institute of Administrative
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1040. Brussels. (Belgium).
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Room 1, Lane Hall, University of
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131321 Ave. S., Nashville, Tenn. 37212.
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92, London N W1. 2 DB for Social
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77-2-1 Dharmasala Street, Calcutta-13.

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New Zealand Institute of Public Administration, P.O. Box 5032, Lambton Quay, Wellington.

.S. Quarterly.

American Political Science Association, 1527 New Hampshire Avenue, N.W. Washington, D.C. 20036.

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Sage Publications, Inc., 275 South Beverly Drive, Beverly Hills, California 90212, for Pacific Sociological Association.

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3121 Cheek Road, Durham, North Carolina 27704.

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American Society for Public Administration, 1225 Connecticut Avenue, N.W. Washington, D.C.

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Official Journal of the Rural Sociological Society. Pennsylvania State University, University Park.

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Indian Social Institute, Lodi Road, New Delhi-110003.

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New School for Social Research, 66 West 12th St., New York, N.Y., 10011.

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Social Science Publishing Co., Inc., Winfield, Kansas 67156.

Social Science Information. Bi-monthly.

International Social Science Council, 1, rue Miollis, 75015 Paris.

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Indian School of Social Science, Trivandrum-1.

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National Council of Social Service, 26 Bedford Square, London WC 1B 3Hu.

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Central Social Welfare Board, Jeevan Deep, Parliament Street, New Delhi-110001.

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National Association of Social Workers, 1425 H Street, N.W. Suite 600, Washington, D.C. 20005.

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AICC Camp Office, 5, Dr. Rajendra Prasad Road, New Delhi-110001.

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Pergramon Press Ltd., Headington Hill Hall, Oxford Ox3, OWB England.

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Indian Sociological Society, Dept. of Sociology, University of Delhi, Delhi-110007.

Sociology and Social Research. Quarterly.

University of Southern California, University Park, Los Angeles, California 90007.

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Council of State Governments, Iron Works Pike, Lexington, Kentucky 40511.

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Longman, Group Ltd., Longman House, Burnt Mill, Harlow Essex CM 20 2 OE.

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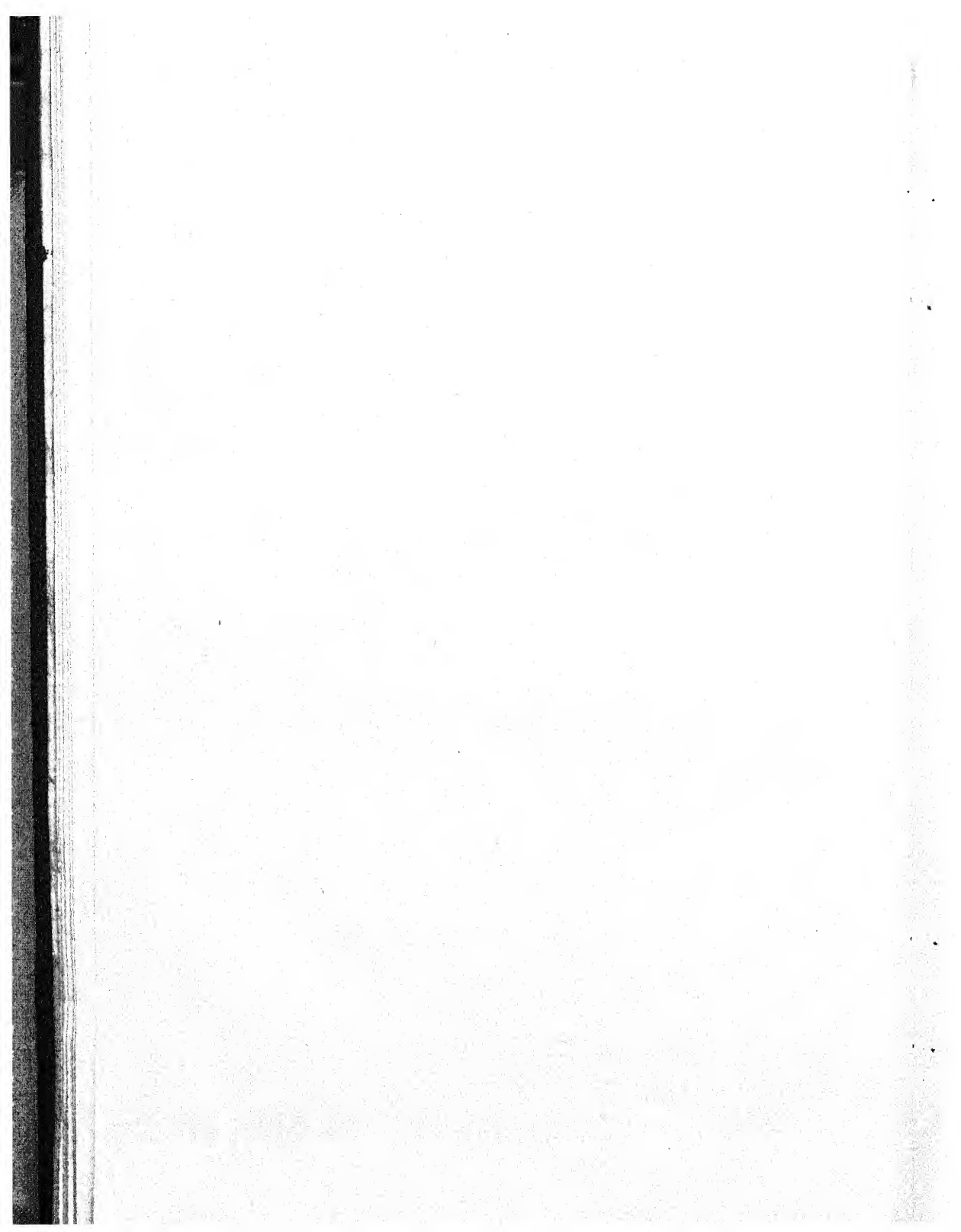
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(Signed articles only)

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Hindu (Madras)
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ABILITY TESTS

KAMIN, LEON J. The Science and politics of I.Q. Social Research, 41(3) Autumn 74, p. 387-425.

ACCIDENTS, TRAFFIC—CLAIMS AND LIABILITY

MOTE, P. M. Who cares for road victims? Times of India, 9 Mar. 75, p.6.

ACCOUNTANTS

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ADMINISTRATIVE COURTS

VOGEL, LORENTZ. La reforme de la procedure administrative suedoise (The reform of Swedish administrative procedure). International Review of Administrative Sciences, 40(3)74, p. 207-15; English summary, p. i-ii.

ADMINISTRATIVE DECENTRALIZA- TION

YATES, DOUGLAS. Making decentralization work: the view from city hall. Policy Sciences, 5(3) Sept. 74, p. 363-73.

ADMINISTRATIVE LAW

MINATTUR, JOSEPH. French administrative law. Journal of the Indian Law Institute, 16(3) July-Sept. 74, p. 364-76.

ADMINISTRATIVE REORGANIZATION

CAIDEN, GERALD E. Development, administrative capacity and administrative reform, II. Management in Government, 6(2) July-Sept. 74, p. 170-72.

CHATURVEDI, T. N. (Indian Investment Centre, New Delhi). Democratic perspectives in administration. Prashasnik, 3(3) July-Sept. 74, p. 31-49.

Administration is a composite, integrated whole—an inter-acting system. It is not a self-sustaining power-group, but is accountable to the people and the popular representatives in terms of the constitutional framework in a democratic society.

The administrators should exhibit a social sensitivity and an approach of faith and understanding. In a manner of speaking, openness and wide social base, responsibility and accountability, representativeness, and responsiveness, citizen-orientation and communicativeness combined with competence for the administrative tasks become the hallmark of a forward looking and democratic administration. Administrative development is to be viewed as the growing capability of the administration to cope continuously with problems created by social change and to move towards the achievement of progressive, political, economic and social objectives. This administrative capability can be effective and can have

a pervasive effect only if there is clarity, consistency and reasonable continuity in policy.

The pace of change is fast. It is also multi-dimensional, ecological, institutional, technological, ideological, economic or political or socio-cultural. It requires long range thinking and intellectualisation of administration so as to anticipate problems and develop capacity to meet them before they assume menacing proportions on the administrative horizon. The modernisation as well as the rationalisation of the tools and techniques, procedures and processes, systems and structures in administration have become necessary.

The public servants should make the political judgement better informed and more rational. The administrator should attempt to reconcile 'the zeal of the expert and the greed of the wheeler-dealer'—with the imperatives of public good in democracy. The politicisation of the civil service very often fails to achieve what the political system demands. 'The developmentalist time-dimension' with positive attitudes is the glaring need of developing society and merits attention for conscious fostering in public service in the democratic state. Very often generalist administrators are blamed for the shortcomings in administration, but the inadequacies of the operating environment and the web of administrative strains as well as the political pulls and pressures are ignored.

It is necessary to create an atmosphere in which the administrator is able to review his job in a proper and wider perspective and discharge his duties with competence, empathy and social awareness.

HOWELL, DAVID. The Rocky road to government reform. *Management Today*, Sept. 74, p. 59-61+.

MAHESHWARI, SHRIRAM. (Indian

Institute of Public Administration, New Delhi). The Administrative Reforms Commission revisited. *Journal of the Society for the Study of State Governments*, 7(3-4) July-Dec. 74, p. 149-60.

The Central Administrative Reforms Commission (1966-70) made what may indisputably be regarded as the most comprehensive investigation into the public administration of the country since India attained Independence in 1947. The Commission submitted 19 reports (Its Report on Machinery for Planning was in two parts—interim and final: these ought to be considered to constitute but one single report) as a total cost of not less than 1 crore rupees, the officially announced figure of Rs. 66 lakhs being more an accountant's trick than the tax-payers' burden. Of the nineteen reports, the momentous ones are those on (1) The Machinery of Government and its work; (2) Personnel Administration; (3) State Administration; (4) Redressal of Citizens' Grievances, and (5) Centre-State Relationships. The Commission made as many as 581 recommendations and the number of recommendations made in the above five reports is nearly 200.

The implementation of the Commission's recommendations has been slow. It is true that the Commission itself made a number of recommendations which are in the nature of broad counsels of wisdom and therefore beyond the competence of government to implement. It ventured to make many recommendations which, in effect, solicit recommendations from others.

Much though we may talk about administrative reforms, there is, ironically, no political commitment in this respect. This, indeed, constitutes the most disquieting feature in the field of public administration in the country. There is also a singular absence, in the country, of social pressures in favour of administrative reforms. To be sure, the

Indian Institute of Public Administration, set up in 1954, was expected to act as the theoretician of the government in the field of public administration, but of late its perspective and focus have undergone a change, resulting in what virtually amounts to being its goal displacement.

One may also speculate on the state of administrative affairs that would have prevailed in the country if all the recommendations made by the Commission had been implemented. Each phase of social development brings in its wake its own unique problems, and the post-implementation state of public administration would have been no exception to this natural law. Mankind resolves one set of problems to move on to a higher level of social fulfilment, and no sooner is this stage reached than it finds itself confronted with new issues released by the very process of development.
—*Author*.

ROSE, HANNAN. The Liberal Party and institutional reform. Political Quarterly, 45(4) Oct.-Dec. 74, p. 449-60.

AGRICULTURAL CREDIT

CHOWKIDAR, V. V. Credit use : getting message across to the farmer. Economic Times, 25 Jan. 75, p. 5+.

SINHA, R. K. Financing agriculture : the role of commercial banks. Yojana, 18(23) Jan. 75, p. 4-5.

AGRICULTURAL CREDIT, COOPERATIVE

BHAT, M. L. Stagnant credit co-ops— a case study. Economic Times, 23 Jan. 75, p. 5; 24 Jan. 75, p. 5+.

Contents : 1. Much promise, little results;
2. Indifferent recovery of loans.

WINFRED, JOHN. Diversion of

cooperative loans. Panchayat Aur Insan, 6(7-8) Oct.-Nov. 74, p. 15-17.

AGRICULTURAL DEVELOPMENT

RAO, B. SARVESWARA and T.V.S. RAO. (Agro-Economic Research Centre, Andhra University, Waltair). Institutional framework for agricultural development. Community Development and Panchayati Raj Digest, 6(3) Jan. 75, p. 151-7.

Presented here is summary of a comparative study to examine the institutional framework for agricultural development done in East Godavari district of Andhra Pradesh covering four blocks of contrasting character at one end, a block with a large tribal element and relatively of low productivity, and at the other extreme a well-developed progressive block with good irrigation and soil potential. The examination is confined to six major inputs—seeds, fertilizer, sprays, credit, farm equipment and marketing services.
—*Editor*.

RAO, D.V. RAGHAVA (Agro-Economic Research Centre, Andhra University, Waltair). Institutional framework for agricultural development in tribal areas. Community Development and Panchayati Raj Digest, 6(3) Jan. 75, p. 145-50.

There are about 212 scheduled tribes in India and, according to the 1961 census, together they account for just over 30 million people. The tribal economy is still predominantly agro-forest based and is characterised by inadequate infrastructure and primitive technology. The superstitious attitude of tribal farmers has made the introduction of agricultural innovations, particularly difficult. However, some government departments, cooperatives and private institutions have been endeavouring to modernise tribal agriculture.

Presented here is summary of a

report that studied the structure, objectives and policies of these institutions and assessed their impact on the social and economic development of tribal societies.—*Editor*.

AGRICULTURAL EDUCATION

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ANDHRA PRADESH STATE FINANCIAL CORPORATION

MALLIKARJANAYYA, G. (S.V.E.S.

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The article discusses briefly the composition, organisation, powers and functions, and working of the Andhra Pradesh State Financial Corporation. The Corporation is a pioneer term lending institution, and its effective loan sanctions from inception to 31st March 1974, work out to Rs. 32.05 crores to 1879 loans. Since some similar corporations of other states have entered into agreement with commercial banks in order to get working capital, the A.P.S.F. Corporation should also enter into such contracts. When the saturation point in borrowing funds both refinance and bonds is reached, the corporation may increase the paid-up capital and free reserves to be able to borrow the maximum amount from the IDBI refinance or by way of bonds.

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Whither private sector banks? by Arun Kumar Banerji; State Bank of India, by C.N. Vakil; A decade of performance of Industrial Development Bank of India by V.V. Bhatt; Industrial Credit and Investment Corporation of India, by C. Rangarajan; Industrial Finance Corporation of India, by C.T. Kurien; Performance and problems of state financial corporations, by V.V. Chari; State industrial development and investment corporations, by C.S. Venkat Rao; Life Insurance Corporation, Industrial finance and corporate control, by L.C. Gupta; Ten years of the Unit Trust of India, by Rakhal Datta; Regional imbalances in financial institutions in India by Kedarnath Prasad.

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It may be said that in regard to both banking and insurance solid foundations have been laid and fairly good progress has been made, not all the credit for which should go to nationalisation. The growth has been, by and large, an evolutionary process, though in the case of banks, subsequent to nationalisation there has been a marked growth in the establishment of banking offices. The potential that exists for the expansion of banking and life insurance is very considerable in a developing economy like ours and this should be fully exploited.—*Reproduced.*

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CHAKRAVARTY, S. (Planning Commission, New Delhi). Strategy for family planning. Yojana, 19(1) 26 Jan. 75, p. 94-6.

The growth rate of our population has been neutralising a good part of our development efforts and is causing a labour force explosion. We have to keep running even to stay where we are. We cannot hope to solve the problem solely either by a programme of fertility control or by striving for too high a level of development.—*Reproduced.*

GANDHI, INDIRA (Prime Minister, Union of India). Imperatives for success in family planning. Yojana, 19(1) 26 Jan. 75, p. 93-4.

The effectiveness of the programme should be judged by the quality and enthusiasm of our research and field workers and the impact made on the people and not by the money spent. Improvements in levels of literacy, transport and communication have a direct bearing on the success of family planning.—*Reproduced.*

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BUREAUCRACY

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BHATTACHARYA, MOHIT (Indian Institute of Public Administration, New Delhi). Bureaucratic response to emergency: an empirical study. *Indian Journal of Public Administration* 20(4) Oct.-Dec. 74, p. 846-67.

This study has attempted to show how a bureaucratic organization responds to an emergency situation. Turning first to organizational convergence, there was clear evidence of organizations of all kinds getting together to face the challenge of scarcity. The departments of government, the Panchayati raj organization, and a host of public, semi-public and private organizations joined hands together to give succour to the affected population. There are clear indications that the organizational performance structure was considerably altered to suit the needs of the emergency and to increase organizational capacity to cope with the demand overload. As a new administrative structure was evolved, it meant adoption of a new normative structure with new roles and relationships. The interpersonal structure of scarcity organization had its own peculiarities. There is evidence to suggest relaxation on formalism and hierarchy and the use of more face-to-face contacts. Within the common framework of a shared goal, the relief organization experienced a more relaxed superior-subordinate relation, and functional, rather than formal, interpersonal

relationship. The resources structure of the emergency organization had undergone substantial changes including augmentations of personnel, material and financial resources in order to enhance its coping ability. To conclude, the bureaucratic organization during the Maharashtra emergency operations appeared to have shed much of normal-time rigidity. There were significant changes in the basic structural components and operational nuances of the bureaucracy which seem to suggest that in an emergency of this kind, the bureaucratic organization would not be the same as the Weberian inflexible and impersonal machine.—*Author.*

BHOWMICK, DHRUBAJYOTI. The Commitment of bureaucracy a new philosophy. *Journal of the Lal Bahadur Shastri National Academy of Administration*, 19(2) Summer 74, p. 233-9.

Since the Calcutta Session (December 1972) of the All India Congress Committee there has been countrywide discussion among politicians, administrators, and academicians on various aspects of committed bureaucracy. The article attempts to focus the problem in the changed socio-political context and suggests some ways and means of ensuring commitment of bureaucracy.

The basic pattern of administration in India is imitative rather than indigenous. Under meticulous constitutional care the bureaucracy of the colonial past has been allowed to perpetuate. The Constitution of India spells out democracy as political goal of society and the bureaucracy has to act as instrumental in the realisation of democracy and socialism within the constitutional framework. The cry for committed bureaucracy has to be judged in this context.

In the U.S.S.R. commitment of bureaucracy does not pose an unsurmountable problem owing to a system

of arrows of strategic control of 'check, re-check and counter-check' over the bureaucrats. In developing societies, like India, there is an urgent need for establishing supremacy of political authority over bureaucratic authority. After the split in the Congress, the ruling party has felt the need for building up bases of political power. It may act as a check-mate to the usurping role of bureaucracy. The committees of local legislators attached with different levels of administrative set-up should be constituted for laying down the guidelines of goal implementation.

To orient the bureaucracy for a newer role, the author feels, that there is the necessity of changed system of training and overhauling of recruitment policy itself. Morale is the overriding motive which can be attained by imparting to civil servants the foundational training for developing national outlook and dedication to service. A civil servant is to act as an instrument of goal-implementation. For this, a circuit of relationship between civil servants and the masses has to be created by removing all institutional and personal barriers. The scheme should be chalked out in a way that it does not frustrate the social objectives to which bureaucrats are to remain committed.

GOVIND NARAIN. Are the bureaucrats really so detestable? *Journal of the Society for Study of State Governments*, 7(3-4) July-Dec. 74, p. 185-91.

Bureaucrats are no different from doctors, engineers or politicians. They also come from the same family. The difference in them in some respects is the result of their education, training, continuous experience and discipline. The reason to detest bureaucrats today is that they are the instruments of the administrative system, which has continued without substantial change. Today there is need to transform the whole concept of the role of government, in

which experts of all the categories have to play important role and they can also be named as bureaucrats as the general administrators.

The process of development not only need technical expertise of the various branches but it also needs a great deal of expertise in the management of human affairs which will make use of all the available technical resources and expertise and blend them in an intelligible and workable whole to produce the maximum human benefit.

Mostly people look upon 'bureaucracy' as the machinery of the whole government from which they are not prepared to take 'no' for answer and when the result is not in their favour they blame the bureaucracy and forget that bureaucracy is only a system or mechanism. Even the government officials, if answered in negative start blaming the "bureaucratic attitude" of which they themselves are part and parcel. It is observed that the bureaucracy in the specialities is more rigid and tide-bound than in the other sectors of the government. The bureaucrat is saddled with the responsible, arduous and unpleasant duty today of having to implement the purpose of the various rules and regulations of government in diverse fields besides law and order.

As regards the purpose of the government and higher content of administration or other policy matters, the bureaucrats can only function as tools and advisers, and the decisions at the political levels of the government decide the directions.

JAIN, R.B. (University of Delhi, Delhi). Politicization of bureaucracy: a framework for comparative measurement. *Indian Journal of Public Administration*, 20(4) Oct.-Dec. 74, p. 790-810.

The idea that bureaucracy is a 'rational' and 'depoliticised' instrument

in the conduct of public affairs, has recently come under severe criticism. Assuming the inevitable trend towards 'politicisation', modern bureaucracies can possibly be classified into four different categories, i.e.: 'De-politicized', 'Semi-politicized', 'Committed' and 'Fully-politicized'. Such a classification is based on the operationalisation of certain indices on four different dimensions, viz., (a) Degree of Bureaucracy's Influence in Decision-making; (b) Degree of its Involvement in Political Activities; (c) Degree of Political Interference in its work, and (d) its Image in the Public. The extent of 'politicization' of any bureaucratic system and its actual deviation from the defined categories will, however, depend upon the available pattern of the characteristic indices in that particular society. Notwithstanding certain difficulties in the operationalization of such indices, the model should be helpful in providing a framework for a cooperative analysis and measurement of 'politicization' of bureaucracies in different political systems—*Author*.

JOHNSON, CHALMERS. The Re-employment of retired government bureaucrats in Japanese big business. *Asian Survey*, 14(11) Nov. 74, p. 953-65.

NAGAR, PURUSHOTTAM (Government College, Ajmer). Lala Lajpat Rai on the character of bureaucracy in British India. *Administrative Change*, 2(2) Jan.-June 75, p. 179-82.

Lala Lajpat Rai, in several of his writings, made critical observations on the character of bureaucracy in British India. On the one hand, he exposed the treachery and callousness of the British bureaucrats and castigated the Anglo-Indian bureaucrats for servility and cowardly anti-people stance. Lajpat Rai favoured and advocated far greater democratisation of higher civil services, increased responsiveness of administrators towards the populace so that they act as servants and not as masters of the people, recruitment of civil servants

on the basis of rigorous competitive examinations, infusion of younger blood in the civil service ranks, promotions on the criterion of performance and not seniority alone, appointment of technocrats on periodic contracts so as to infuse up-to-date technical knowledge, progressive land reforms to be effected with the active assistance of the bureaucracy and the eradication of corruption in administration. Interestingly enough, Lajpat Rai disfavoured the re-establishment of Panchayati Raj during British India, fearing that their revival might lead to isolation and localisation. It is ironical, however, that the post-Independence politico-administrative system of India has not been able to cultivate as high an image of responsibility and responsiveness as Lajpat Rai had contemplated—*Author*.

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hand castes in South India. *Indian Economic and Social History Review*, 9(2-3) Jul-Sept. 74, p. 216-59.

CENTRAL STATE FARM

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CIVIL LIBERTIES

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VALLANCE, ELIZABETH. Rights and social policy. *Political Quarterly*, 45(4) Oct.-Dec. 74, p. 461-9.

CIVIL SERVICE

AVASTHI, A. (University of Saugar, Saugar). Generalist and specialist in Indian Administration. *Journal of the Society for Study of State Governments*, 7(3-4) July-Dec. 74, p. 212-24.

As India progresses in the direction of planned development, the need for specialists, experts and technicians to man public services is increasingly felt. Traditionally, our public services have been structured on the British pattern with its emphasis on the primacy of the 'generalist'. The purpose of this is (i) to define the two terms-generalist and specialist and distinguish one from the other; (ii) to examine the situation as it has developed since Independence; (iii) to argue the case for and against generalists; and (iv) to offer some suggestions for resolving the conflict. The paper describes the steps taken so far by the Government; indicates the recommendations made by Central Administrative Reforms Commission, Fulton Committee and the Madhya Pradesh Administrative Reforms Commission; refers to various other solutions like the creation of Separate Hierarchy, Parallel Hierarchy, Joint Hierarchy and Unified Hierarchy. The author finally gives his own suggestion "that instead of distinguishing these two categories as individuals and groups as we have done so far, we should in future distinguish between the two tasks and functions.... So far as the technical posts are concerned they have to be filled by technicians and specialists. As regards the top policy-making managerial administrative posts, no service or 'cadre' *per se* should have a right to them. There can possibly be no one "right" source of recruitment to them. These top positions should be open to persons who fulfil the requisite qualifications irrespective of their service background."—*Author*

BJORKMAN, JAMES WARNER (Yale University, New Havens). Babus and

Brokers: Indian civil servants and participatory development. *Journal of the Society for Study of State Governments*, 7(3-4) July-Dec. 74, p. 192-211.

The questions raised in this empirical study are: what do bureaucrats themselves think about relationship with political leaders, what are the comparative characteristics of those with divergent outlooks, and what effects associate with those who remain aloof from political leaders (dubbed as Babus) and those who incline towards cooperation (dubbed as Brokers). The empirical data reported is part of a large study covering eight administrative districts of Rajasthan and Andhra Pradesh States. Respondents numbering 497 were interviewed. A stratified sample of 275 district and block-tehsil civil servants was selected from the incumbents of administrative offices. It is concluded that the largest single group of civil servants, who report consistent answers about relationships with political leaders, favours cooperative dealings; the next largest group favours no dealings whatsoever. Both groups, however, interact extensively with politicians under the framework of India's participatory development programmes. The cooperative Brokers are more socially representative than the aloof Babus although both groups are predominantly 'twice-born' Hindus. Economically the two groups differ very little; they also are equally educated. However, the more flexible Brokers tend to be trained in the sciences while the Babus have their background in the generalists' subjects of liberal arts and social sciences. Brokers are also marginally older than Babus.

In terms of impact or effect, the Brokers are more responsive than the Babus. But they are also less partisan, at least in terms of affiliation with a political party. In either case, however, the distribution of Babus and Brokers

does not associate very convincingly with patterns of growth and stagnation. Apparently, bureaucratic outlook has little relation to matters of development, and the issue of 'committed' versus 'impartial' bureaucrats may well be a 'red herring'. This suspicion is fortified by the finding that styles of interaction with political leaders do not associate with commitment to change or with faith in the potential for economic growth.

CHATURVEDI, MRIGENDRA K. (M.P. State Industries Corporation Ltd., Bhopal). Commitment in civil service. *Journal of the Society for Study of State Governments*, 7(3-4) July-Dec. 1974, p. 178-84.

The failure of the governmental programmes to meet the rising expectations of the people has been attributed to the lack of commitment on the part of civil servants. Ingredients of the commitment issue beyond controversy are stated. When commitment seems to imply major departure from the classical doctrine of neutrality controversy arises. The essential components of civil service neutrality are mentioned. The reasons for the breakdown in modern times of the theory of neutrality are analysed. French civil service which is efficient without political sterilization and the role of judiciary under modern conditions when judges cannot remain isolated from political participation are referred to.

The Directive principles of our constitution by which civil servants have to take an oath clearly show that civil service neutrality is not possible. An analogy with the legal profession is drawn. There should be a similar philosophy of political responsiveness to the government in power for civil servants.

FAJEMIROKUN, CHIEF HENRY. The Role of civil servants: a reply (to

C.O. Lawson's address 'The role of civil servants' in a military regime). Quarterly Journal of Administration, 8(2) Jan.-74, p. 143-6.

JAGANNADHAM, V. Civil servants and civil service. Prashasika, 3(3) July-Sept. 74, p. 65-74.

The article deals with civil servants' relations with citizens, pressure groups and peoples' representatives and their role in the new developmental tasks and the demands thereof. The author suggests that to adopt themselves to the new matters and new tasks by the civil servants need to cultivate three essential characteristics—(1) courtesy at all times, (2) consideration for particular and general interests, and (3) compassion to help the ignorant and the needy within the elastic framework of rules.

LAWSON, C.D. The Role of civil servants in a military regime. Quarterly Journal of Administration, 8(2) Jan. 74, p. 127-42.

Text of an address to the 85th Annual General Meeting Dinner of the Lagos Chamber of Commerce and Industry, 5th Dec. 1973.

MAHESHWARI, SHRIRAM. Unified civil services in Pakistan. Public Administration (India), 12(11) Nov. 74, p. 11-12.

MOTIWAL, OM PRAKASH (M.M.T.C., New Delhi). Public services in parliamentary form of government. Journal of the Indian Law Institute, 16(3) July-Sept. 74, p. 461-8.

In a parliamentary system of government the executive is divided into political executive responsible to the legislative and the permanent executive which maintains the continuity of the administration irrespective of changes in the political set-up. The minister does not possess the requisite techniques of administration, on the

other hand civil servants accumulate knowledge and experience to run the government machinery.

The ministers and legislators come and go. Parliamentary traditions survive from parliament to parliament. The administrative experience is carried over by the civil service. It maintains the government as a going concern. The civil servants supplement the actions of ministers without any desire of gaining prominence in the eyes of public, while the political executive may take decisions. The ordinary citizen feels the impact of government through the actions of the government servants who have to administer or execute the orders of government.

In India basic feature of the parliamentary system of government is the association together of (i) an amateur, lay, political, non-permanent, directing body, and (ii) an expert, professional, non-political, permanent subordinate staff. The former provides the democratic element in administration, the latter the bureaucratic. Political wing makes the government popular and the civil service brings efficiency to it. The successful combination of both the wings runs the administration smoothly.

In coalition governments ministers are drawn from various political parties, unified and clear direction from the government becomes difficult. Policy decisions tend to get delayed and there is lack of coordination in operation measures and the implementation of policies and programmes suffers. Uncertainty of the tenure of ministry has strengthened the powers of higher civil servants.

SARKAR, CHANCHAL (Journalist). IAS: philosophy of drift. Indian Express, 26 Feb. 75, p. 4.

Our systems of recruitment to the services and of training have not stood

up very well after 23 years. Recruitment and training can never be kept apart, run by two unconnected bodies. Our society, so unequal and unhomogeneous, demands that recruitment should be much earlier, training much longer, and allotment to particular kind of work should be after training. There can be no recruitment or training without a philosophy. Examinations, personality tests, etc., cannot assess the qualities of the mind when as many as 26,000 or 30,000 people have to be screened. In any event, recruitment is only the beginning, it is training that matters. Training begins early, continues fairly long and then re-enter several times at critical stages. Want of middle-level training is one of the biggest drawbacks in our system.

The Indian administrative system continues to believe that its people are polymaths and treats them as such. The assumption is rickety and full of holds. Civil servants must be specially and vigorously trained for special branches. And, once trained, the expertise of the best should not be lost.

Today no administrative system can work without providing special knowledge. There has to be flexibility to accept the specialists, through 'lateral entry', and a way must be left open to them to return honourably to their disciplines after their stint is over.

SHARMA, PRABHU DATTA (University of Rajasthan, Jaipur). Party problems in public services of India. *Journal of the Society for Study of State Governments*, 7(3-4) July-Dec. 74, p. 225-46.

The tripartite classification of Public Services in India into 'All India', 'Central' and 'State' Services is a product of historical accident and colonial philosophy. Disparity is writ large in the Constitution and the working of these Services in terms of earmarking

of senior posts, promotion prospects, salary structures and supervisory responsibilities. This is sustained by maintaining disparity in the methods of recruitment, training and other service conditions. The awareness about the concept of Government as 'a model employer', and the professions of the principles, like 'equal pay for equal work' coupled with mass education and improved calibre of the specialists and their line role in development administration explode the myth of I.A.S. superiority and its contribution to National integration. The existence of disparity leading to more allurements and superiority situations in Central and All-India Services, has resulted in mounted tension, in-service and in-cadre fightings, talent saturation, talent rusting and trade unionism by public servants of various categories.

The situation warrants absolute parity in pay packets and service conditions and also the constitution of larger number of All-India Services in technical fields. The State Services should be grafted vertically in the All-India Services, which may comprise eight specialisms in the expanding cadre of I.A.S. as recommended by the Administrative Reforms Commission—*Author*.

THUILLIER, GUY and JEAN TULARD. Pour une histoire des directeurs de ministere en France au XIXe et au debut du XXe siecle (A suggested history of French civil service directors). *International Sciences*, 40(3) 74, p. 227-9; English summary, p. ii.

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CIVIL SERVICE AND LEGISLATORS

LAL BAHADUR SHASTRI National Academy of Administration. Politicians

and civil servants—area of conflict (syndicate Report—Foundation Course Officer-trainees, October 1973). Journal of the Lal Bahadur Shastri National Academy of Administration, 19(2) Summer 74, p. 347-64.

The Syndicate Report prepared by the Foundation Course Officer—Trainees in the Lal Bahadur Shastri National Academy of Administration, Mussoorie during October 1973 divides the study of areas of conflict between the politicians and the civil servants in two categories—I. At Secretariat level (including the Central Secretariat) or centre and state level; 2. At the district level.

The Administrative Reforms Commission has made several recommendations for the establishment of proper relationship. Underlying assumption of the ARC recommendations is that some procedural and personal adjustment will do the needful. In a democratic system, both politicians and civil servants should realise that one cannot do without the other. Civil servants must recognise that policy making and its implementation is the privilege of ministers. Civil servants should not resent if they are not consulted. But in practice minister should work in close cooperation with his Secretary even on issues of policy making and its implementation, and normally administration should be left to civil servants. Civil servants should view proposals of politicians in light of social good and the politicians should subdue their personal party interests to the social interests and help civil servants to achieve the goal. Finally, the most vital factor in minister-Secretary relationship is the standards of morality upheld by minister in his conduct.

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This paper analyses a successful case and investigates the pattern of relationship that emerged on the basis of data collected from a study of scarcity administration in Maharashtra. It argues that crisis situation provided conditions for cooperative behaviour as well as compelling reasons to develop a common or super-ordinate goal to work for. The situational context changed considerably to alter the character of mutual interaction. The paper directs attention to the processes involved in changing this relationship and shows how they are of value even in 'normal' times—*Author*.

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SMITH, THEODORE M. and HAROLD F. CARPENTER. Indonesia university students and their career aspirations. *Asian Survey*, 14(9) Sept. 74, p. 807-26.

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It is now generally recognised that Indian agriculture will continue to be dependent on natural climatic factors for quite some time to come. Since these natural climatic conditions turn out to be disastrous every few years,

the planning & execution of drought relief programmes assume great importance, particularly because such programmes are aimed at protecting the rural poor who are most vulnerable to these natural calamities. This paper examines the planning and execution of one such drought relief employment programme in Maharashtra during the drought of 1972-73.

The paper develops programme evaluation criterion which integrates the traditional relief policy of providing maximum relief employment at minimum per capita employment cost with the contemporary thinking of say the Sixth Finance Commission which lays stress on the utilisation of relief schemes for completing development programmes. This programme evaluation criterion is then used to evaluate on explicit relief planning exercise that was undertaken in Maharashtra as well as the actual implementation of relief programmes.

The important policy implications emerging from the paper are: (a) That by following suitable resource allocation strategies relief schemes with high employment potential at low per capita employment cost can be integrated within long term rural development programmes, thus minimising the required distortion of development plans for meeting relief resource requirements. (b) That there is a high pay off in terms of efficiency in undertaking in explicit planning exercise before launching a relief programme. Much of the inefficiency and misutilisation of scarce resources in such relief programmes seem to be arising out of a prevalent skepticism regarding the relevance, or even possibility of such planning exercises in relation to emergency programmes. (c) Finally if maximum benefit is to be derived from the 'planning' of relief programmes, than such planning has to be taken up as a regular process of 'contingency planning' within the normal

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—Author.

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right plans and priorities, by Vinod Parekh; The price of iron ore, by S. Ramachandran; Towards a new economic order, by D.P. Chattopadhyaya; Development banks and credit from OPEC, by C.D. Khanna; Search for a global strategy, by C. Subramanian; Tackling large projects, by M.M. Wagle; Facts and illusions, by S. Bhoothalingam; ADB and rural development, by Perry Chang; Resources for development, by Roger Polgar; Opportunities for developing countries, by Bharat Ram; The scenario for triangular arrangements, by J. Van der Meulen; Removing the debris, by P.N. Haksar; Developing countries in world trade, by U. Krishnamurthy; Long-term linkage in fertilizer industry, by K.C. Sharma; Manageable financial adjustments, by W.M. Gilmarin; Cooperation among developing countries, by Mohd. Fazel; A Marxist's view of inflation, by Tomas Kolesnichenko; Appearance and reality by Kan Mariwala; Avoiding inflation as well as recession, by T.A. Pai.

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It is now generally recognised that Indian agriculture will continue to be dependent on natural climatic factors for quite some time to come. Since these natural climatic conditions turn out to be disastrous every few years,

the planning & execution of drought relief programmes assume great importance, particularly because such programmes are aimed at protecting the rural poor who are most vulnerable to these natural calamities. This paper examines the planning and execution of one such drought relief employment programme in Maharashtra during the drought of 1972-73.

The paper develops programme evaluation criterion which integrates the traditional relief policy of providing maximum relief employment at minimum per capita employment cost with the contemporary thinking of say the Sixth Finance Commission which lays stress on the utilisation of relief schemes for completing development programmes. This programme evaluation criterion is then used to evaluate on explicit relief planning exercise that was undertaken in Maharashtra as well as the actual implementation of relief programmes.

The important policy implications emerging from the paper are: (a) That by following suitable resource allocation strategies relief schemes with high employment potential at low per capita employment cost can be integrated within long term rural development programmes, thus minimising the required distortion of development plans for meeting relief resource requirements. (b) That there is a high pay off in terms of efficiency in undertaking in explicit planning exercise before launching a relief programme. Much of the inefficiency and misutilisation of scarce resources in such relief programmes seem to be arising out of a prevalent skepticism regarding the relevance, or even possibility of such planning exercises in relation to emergency programmes. (c) Finally if maximum benefit is to be derived from the 'planning' of relief programmes, than such planning has to be taken up as a regular process of 'contingency planning' within the normal

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Indian economists have shared with the rest of the elite the assumption that radical change is just not possible in India. They have supplemented this assumption with another one: that such marginal change as is possible can only be brought about by a handful of policy-makers—that these policy-makers have the power as well as the desire to bring about change, that if only economists can instruct and convince them about the correct policies such changes as are possible would be effected. Finally, economists have assumed the role of legitimisers with enthusiasm. They have turned out estimates to order and continued to defend them long after events have shown them to be the frauds that they are.

The economic and political system in the country is showing sufficient straits for economists to abandon the convenient assumption that no basic changes are ever going to come about in India and to start thinking in terms of alternatives to the present arrangements. It

is time economists abandoned their preoccupation with policy makers and addressed themselves to the people. Instead of drafting and redrafting documents for policy makers, they should educate the people about the true character of economic policies and the true causes of present state of affairs. Economists should venture beyond 'economics as such' and participate in real struggles.

This list of what economists should do can be lengthened indefinitely. But one soon confronts the basic problem, viz., that the values and commitments of our elite are inimical to the welfare of our country and that economists and other intellectuals are an indistinguishable part of this elite—*Reproduced.*

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The article seeks to make two points. First, that finding fault with the values and behaviour of civil servants fails to diagnose the reasons for the failure of administration. The values and behavioural patterns of civil servants so widely criticised are also prevalent among other groups in India. Inadequacies in the systems of recruitment, training, etc., do not fully account for the major failures of the system. Secondly, the two core problems are the organisation of work and the values held by the administration at the top as reflected in their behaviour and administrative decisions. In management literature, it is becoming recognized that, besides management skills and other tools, integrity and public-oriented values are the most important attributes for successful leadership. In a developing country, simplicity and accessibility and rapport of the administrator with the public may be a condition for continued credibility of administration in the eyes of the public. Administrative reforms are unlikely to have much meaning unless the government recognises the impact of leader behaviour on the achievement of national goals.

ELECTIONS

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house of councillors elections in Japan. Asian Survey, 14 (10) Oct. 74, p. 900-6.

BLYDENBURGH, JOHN C. The Effect of ballot form on city council elections. Political Science, 26 (1) July 74, p. 47-55.

da COSTA, E.P.W. MPs and election reform. Indian Express, 5 Jan. 75, p. 4.

HAYWARD, JACK and VINCENT WRIGHT. 'Les Deux France' and the French presidential elections of May 1974. Parliamentary Affairs, 27 (3) Summer 74, p. 208-36.

HERMAN, P.G. The Electoral committee of the New Zealand Meat and wool boards. Political Science, 26 (1) July 74, p. 56-67.

JIGGINS, JANICE. Dedigama 1973: a profile of a by-election in Sri Lanka. Asian Survey, 14 (11) Nov. 74, p. 1000-13.

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ELECTRIC SERVICE, RURAL

NARAYAN, D.L. and K.S. SONA-CHALAM. Rural electrification vital, but returns poor. Economic Times, 16 Jan. 75, p. 5.

VISHWA NATH. Power for rural

industries. Khadi Gramodyog, 21(2) Nov. 74, p. 126-8.

EMPLOYEE ATTITUDE—SURVEY METHODS

NOSOW, SIGMUND. The use of the pilot study in behavioral research. Personnel Journal, 53(9) Sept. 74, p. 683-8.

EMPLOYEE DISCIPLINE

SULLIVAN, DENNIS M. Employee discipline; beware the "Company position". Personnel Journal, 53(9) Sept. 74, p. 692-5.

EMPLOYEE MORALE

KERNAGHAN, KENNETH. Codes of ethics and administrative responsibility. Canadian Public Administration, 17(4) Winter 74, p. 527-41.

EMPLOYEES' BENEFIT PLANS

GOODE, ROBERT V. Complications at the cafeteria checkout line. Personnel, (U.S.A.), 51(6) Nov.-Dec. 74, p. 45-9.

WAHLROBE, THOMAS E. The Cafeteria approach to employee benefits. Administrative Management, 35(12) Dec. 74, p. 48-52.

EMPLOYMENT

MAHAJAN, B.M. On reliability of direct employment as an index of employment potential of a project. Indian Economic Journal, 22(1) July-Sept. 74, p. 50-6.

MALHOTRA, C.P. Employment implications for the organised sector in the Fifth Five-Year Plan. Economic and Political Weekly, 10(4) 25 Jan. 75, p. 119-22.

The objective of this paper is to analyse the relationship between

employment in the organised sector, on the one hand, and other macro-economic variables such as plan expenditure, gross national product (GNP), gross domestic product (GDP), and gross domestic capital formation, on the other. The relationship of employment in the organised sector was tested with each of the above variables individually, using the sample linear regression method.

The theoretical framework permits one to relate employment as a function of physical output at the micro level, for a few selected industries. However, it does not enable one to relate employment as a function of physical output at the macro level, covering broad sectors of the economy, where interdependence of different sectors also plays an important role.

In view of this, the relationship of employment in the organised sector was analysed with respect to the macro-economic variables mentioned above, as these are considered quite important in influencing directly the level of employment at both the aggregate and the sectoral levels.

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RAFUSE, ROBERT W., Jr. Whatever happened to PEP? *Governmental Finance*, 3(3) Aug. 74, p. 19-21.

VENKATESWARAN, V. How practical is Maharashtra's E.G.S.? *Hindu*, 22 Mar. 75, p. 6.

ENERGY RESOURCES

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Text of the speech made at the Conference on Energy, Dec. 18, 1974, New Delhi.

DUBEY, SUMAN. Talking about the energy crisis. *Indian Express*, 2 Feb. 75, p. 6.

ENTREPRENEURS

SHARMA, R.A. Spatial behaviour of the Indian entrepreneurs and public policy. *Indian Economic Review*, 9(1) Apr. 74, p. 86-110.

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BUTTEL, FREDERICK H. and WILLIAM L. FLINN. The structure of support for the environmental movement 1968-70. *Rural Sociology*, 39(1) Spring 74, p. 56-69.

McMICHAEL, D.F. The Role of the Department of the Environment and Conservation. *Public Administration* (Australia), 33(3) Sept. 74, p. 220-9.

EVIDENCE

UPADHYAYA, M.L. Government privilege in discovery of documents and the concept of an egalitarian society. *Journal of the Indian Law Institute*, 16(3) July-Sept. 74, p. 377-86.

EXCISE TAXES

ECONOMIC Times Research Bureau. Alarming evasion and avoidance of excise. *Economic Times*, 29 Jan. 75, p. 5+.

EXECUTIVES

APPELBAUM, STEVEN H. Contemporary personnel administrators: agents of change? *Personnel Journal*, 53(11) Nov. 74, p. 835-7.

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COOLEY, A.S. The Permanent head. Public Administration (Australia), 33(3) Sept. 74, p. 193-205.

DE, NITISH R. Dilemmas of Indian managers. Management in Government, 6(2) July-Sept. 74, p. 107-34.

KHOSLA, R.P. (U.P. State Sugar Corporation Ltd. Lucknow). The Administrator of the seventies. Indian Journal of Public Administration, 20(4) Oct.-Dec. 74, p. 723-9.

The increasing involvement of Government in the management of resources had been accompanied by doubts about its ability to do so efficiently. The principal criticism is its lack of cost consciousness. In the private sector constraints in the availability of resources have led to the adoption of sophisticated management tools to reduce costs. Administrators have to develop a similar awareness of the limitations on resources and a higher degree of cost consciousness. Their traditional expertise in man management has to be supplemented by the acquisition of management skills. This has to be accompanied by a change in personnel policies so as to enable a better determination of accountability.

In the changing pattern of administration, the role of the administrator in the field of value judgements is declining. The political leadership is becoming more assertive and since its social background is more representative of the cross-section of society in the country, its views must naturally prevail. Ultimately, in a democracy, a government has to give the people what they want and not what it thinks they ought to have and the bureaucracy has to develop the expertise to meet this objective at the minimum cost and to recognize the limitations that this imposes on its role.—*Author.*

MARSH, JOHN. Management develop-

ment and self development. Management Review (India), 1(3) 74, p. 30-5.

MISHRA, R. N. (Bharat Coking Coal Ltd., Dhanbad) Pattern of managerial responses: a case study of Bharat Coking Coal Ltd. Lok Udyog, 8(4) July 74, p. 25-8.

The objectives of the study, carried out in 1973 in a climate generated by a aftermath of nationalisation of Coking Coal Mines in 1971, are to establish cognitive pattern of managerial response to basic concepts of leadership in management, managerial roles and practices, and human motivations and satisfactions in relation to managerial job. It is revealed that the managers have belief in individual's innate capacity for initiative and leadership, in sharing information and objectives with the subordinates, as well as in participative management. The executives attach maximum importance to safety needs followed by self actualization need. With nationalization of Coal mining industry a large majority of executives expressed satisfaction vis-a-vis security and social needs, compared to pre-nationalisation period.

NAIR, T. SUKUMARAN (Cochin Shipyard Ltd., Cochin). The Hapless public sector executives. Lok Udyog, 8(5) Aug. 74, p. 7-10.

The executives in industry/business have to mould their organization to cope up with the dynamic environment. If they lag behind the changes that are taking place in the environment and fail to adapt themselves to these changes they become hapless. A professional manager should have an integrated approach to all problems and look at the organization as a whole in a dynamic environment. To be a professional manager one has to develop and imbibe the theory and practice of modern management science. The organizational structure of public sector is characterised

by vertical stacking containing several levels of functionaries and is structured on bureaucracy. This causes delay, unproductive work and communication problems. The top executives who are the products of age-old Revenue Administration have virtually become bureaucrats in the public sector. Further due to red-tapism and procedure oriented system in public sector the means become the end. The remedy lies in democratisation of bureaucracy. The inefficiency of the public sector and the feeling of haplessness in the minds of Executives are the result of the peculiar system, management style and organizational climate created by the top men. The change in democratic and socialistic framework of the nation demands a corresponding change in the outlook, attitude and philosophy of the managers in the public sector. The top men should create an atmosphere for willing participation and co-operation of individuals in the organization. He should have conceptual skills. He should be a professional manager, whatever be his other background, who feels deeply involved in the progress of the unit
—*Author*.

SANK, LAWRENCE I. Effective and ineffective managerial traits obtained as naturalistic descriptions from executive members of a super-corporation. *Personnel Psychology*, 27(3) Autumn 74, p. 423-34.

SCHULTZ, DUANE. Managing the middle-aged manager. *Personnel (U.S.A.)* 51(6) Nov.-Dec. 74, p. 8-17.

EXECUTIVES—SALARIES

MARGERISON, CHARLES. Mis-managing the promoted managers. *Management Today*, Dec. 74, p. 84-5.

EXPENDITURES, GOVERNMENT

LAUD, C.M. Economic crisis: impact of mounting public expenditure. *Capital*,

(Annual Number, 1974) 30 Jan. 75, p. 37-42.

In the current economic crisis, the villain is mounting public expenditure. The craze for growthmanship in the name of welfare has forced the Central Government to discard fiscal discipline rendering the budget as a guess-work and has reduced the state governments to insolvency.

FAMILY BUDGETS

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FAMINES

MORRIS, MORRIS DAVID. Needed—a new famine policy. *Economic and Political Weekly*, 10(5-7, Annual Number) Feb. 75, p. 283-94.

SHENOY, B.R. Preventing famine in 1975. *Statesman*, 26 Jan. 75, Supl., p. I+.

FARM LABOUR

BHAGWATI, B.C. How poor and backward are the rural poor (Narora background paper). *Socialist India*, 10(8) 25 Jan. 75, p. 82-7.

GARG, J.S. and V. PRASAD. Impact of new farm technology on wage and employment. *Economic Times*, 6 Jan 75, p. 7.

PANDEY, S.M. Organising agricultural labour. *Economic Times*, 17 Feb. 75, p. 5; 18 Feb. 75, p. 5.

FARM MACHINERY

RAMACHANDRAN, V. and N.T. PATEL. Farm tractorisation in Gujarat. *Economic Times*, 13 Feb. 75, p. 5.

FARM MANAGEMENT

BHATIA, V.S. Introducing management

technology in agriculture. Capital, (Annual Number, 1974) 30 Jan. 75, p. 101-3.

FARM PRODUCE

RAMACHANDRAN, V. Changing availability of grains in states: indicators for 1961-71. Economic Times, 7 Jan. 75, p. 5.

RAO, M.V. We have the potentiality and technical know-how to increase wheat production. Yojana, 18(22) 15 Dec. 74, p. 10-13.

FARM PRODUCE—PRICES

BHATIA, B.M. Food price policy: incentive to increased production. Statesman, 1 Feb. 75, p. 6.

PATIL, R.G. Rising prices of agricultural commodities and income position of our farmers. Modern Review, 134(5) Nov. 74, p. 382-7.

FARMERS

SHUKLA, P.C. Poor sections of farmers in east U.P.—a case study. Economic Times, 11 Feb. 75, p. 5; 12 Feb. 75, p. 5.

FARMS—SIZE

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FEDERAL-STATE RELATIONS

DHAR, M.K. Reviewing federal finances. Hindustan Times, 31 Mar. 75, p. 7.

FLAJSER, STEVEN H. Revenue-sharing voucher programme (RSVP). Policy Sciences, 5(3) Sept. 74, p. 309-15.

KULKARNI, V.B. States' demand for more powers. Indian Express, 30 Mar. 75, p. 4.

Since independence there have been two distinct schools of thought on the question of Centre-State relations. The Centralists argue that the Central Government must continue to enjoy a plenitude of powers to protect national integrity of the country. The other school does not endorse to this view. It is argued that federalism is not a disruptive concept and that a government based on it can be most efficient and dynamic. Under the prevailing conditions the fear of federating units falling apart is unfounded. Practical necessity demands that the States should enjoy a measure of autonomy in regulating their domestic affairs.

The recommendations of the Centre-State Relations Inquiry Committee (1971—Tamil Nadu) have not proved popular. There is really no need to make any far reaching changes in the Constitution to ensure its working strictly according to the federal principle. The fact that under a federal system the states have their own autonomy, their own powers and prerogatives and their own distinctive personality is not readily acceptable to those who hold the reins of the Central Government. A single party is in control of the administrative machinery in most part of the country. This indeed is the greatest hurdle to the establishment of healthy conventions about Centre-State relations. Inter-State and Centre-State disputes are settled by having recourse to party discipline rather than through available constitutional devices. The constitutional provisions relating to the Centre-State relations will acquire a new meaning only when an effective alternative to the Congress government is created.

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REDDY, G.K. Centre-state relations. Hindu, 18 Mar. 75, p. 6.

FEDERAL AID

CHOPRA, O.P. A problem criterion for evaluating justness of actual transfer: a case study of Indian states. *Indian Economic Review*, 9(1) Apr. 74, p. 36-60.

FERTILISERS

ECONOMIC Times. Research Bureau. Fertiliser programme in disarray. *Economic Times*, 21 Feb. 75, p. 5.

GURDEV SINGH. Balancing the use of fertilisers. *Economic Times*, 30 Jan. 75, p. 5.

MAHALINGAM, N. Economics of coal-based fertiliser plants. *Eastern Economist*, 64(4) 24 Jan. 75, p. 154-5.

RAMAMOORTHY, B. and others. The energy crisis and the need for organic recycling in agriculture. *Yojana*, 18(22) 15 Dec. 74, p. 15-17.

SUD, SURINDER. Optimum use of fertiliser. *Indian Express*, 29 Jan. 75, p. 4.

FINANCE, PUBLIC

McROBIE, ALAN D. The New Zealand public expenditure committee. *Political Science*, 26(1) July 74, p. 28-46.

FIRE PROTECTION

WATTERS, CFO P. Fire fighting problems. *Civic Affairs*, 22(4) Nov. 74, p. 28-30.

FOOD SUPPLY

ILORY, C.O. Nigeria's food supply outlook in the 1970s in relation to population growth. *Quarterly Journal of Administration*, 8(1) Oct. 73, p. 69-80.

SHENOY, B.R. Food problem: should India revert to P.L. 480 aid? *Capital*, (Annual Number, 1974), 30 Jan. 75, p. 95-99.

SWAMINATHAN, M.S. Self-dependence in foodgrains. *Yojana*, 18(22) 15 Dec. 74, p. 7-9.

FORECASTING

BLACK, ALAN W. What is the future of futurology? *Australian Journal of Social Issues*, 9(4) Nov. 74, p. 262-72.

FOREIGN COMMERCE

BRAHMANANDA, P.R. On the crucifix of the dual standard. *Eastern Economist*, 64(8) 21 Feb. 75, p. 383-90.

CHATTOPADHYAYA, D.P. Raising exports : the challenge and opportunity. *Capital*, (Annual Number 1974) 30 Jan. 75, p. 17-19.

KAMATH, V. NUTAN (University of Mysore). Public sector in India's foreign trade: helping to solve a problem or becoming a part of it? *Lok Udyog*, 8(6) Sept. 74, p. 21-5.

The deliberate policy of the government in increasing the role of the public sector in foreign trade can be seen in the rapid strides made by the State Trading Corporation (established in 1956) and the Minerals and Metals Trading Corporation (established in 1963). The article describes the role played by the two corporations in the foreign trade, points out drawbacks and suggests measures for improved performance.

RAY, SANTANU. Diplomacy and international trade: relevance to India. *Economic Times*, 19 Mar. 75, p. 5; 20 Mar. 75, p. 5.

SINGH, HARTIRATH. Indo-EEC trade under GSP. *Yojana*, 19(3) 1 Mar. 75, p. 25-6.

SUBHAN, MALCOLM. Expanding trade between India and the European Economic Community. *Capital*, (Annual Number 1974) 30 Jan. 75, p. 115-17.

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MUTTALIB, M.A. The Anatomy of the dichotomy of generalist v. specialist. *Indian Journal of Public Administration*, 20(4) Oct.-Dec. 74, p. 745-51.

GOKHALE, GOPAL KRISHNA

GUBBANNAVAR, S. Y. Shri Gopal Krishna Gokhale and his politics. *Modern Review*, 134(4) Oct. 74, p. 290-3.

GOLD (MONEY)

SARKER, SUBHASH CHANDRA. Gold now a mere commodity? *Commerce*, 130(3323) 25 Jan. 75, p. 62+.

GOVERNMENT

KHANNA, R.L. The Art of government. *Modern Review*, 134(6) Dec. 74, p. 443-5.

GOVERNMENT CORPORATIONS

HOCK, OW CHIN. Public corporations in Singapore: organisation and research needs. *Lok Udyog*, 8(4) July 74, p. 79-84

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MUNSTER, A. VAN. The Statutory corporations—a note on the theory of autonomy. *Public Administration (Australia)* 33(3) Sept. 74, p. 274-6.

RAO, P. ARJUN. Secretary of Andhra Pradesh State Electricity Board. *Journal of the Lal Bahadur Shastri National Academy of Administration*, 19(2) Summer 74, p. 303-10.

GOVERNMENT CORPORATIONS—PERSONNEL

MINOCHA, O.P. (Atma Ram Sanatan Dharam College, New Delhi). Attitude of the employees of Hindustan Steel limited towards the personnel policies. *Indian Journal of Public Administration*, 20(4) Oct.-Dec. 74, p. 811-34.

Based on a questionnaire, the article purports to study attitude of the employees towards the personnel policies and their administration in the plants of Hindustan Steel Limited (HSL). It measures the success and failure of such policies and locates unsatisfactory feeling, requiring remedial action.

The paper reveals that despite stiff competition with the private sector steel plants, the HSL has been able to attract sufficient number of available qualified persons due to its progressive personnel policies. But owing to defective and wrong implementation of personnel policies, many of the employees are not dissatisfied, but are anxious to leave HSL.

The middle-level executives, who joined during the earlier phases of the Company, had foreign training, proper placement and quicker promotion, have expressed satisfaction with the personnel policies and practices. But junior executives, not having such privileges have shown their dissatisfaction. The employees, who were in 'private concerns' or were 'not in service' before joining HSL, are dissatisfied as the rate of

promotion has fallen short of their expectations; while persons drawn from Government services or public undertakings are satisfied because of better promotion prospects in the Company.

Foreign training and promotion prospects have been found to be important variables of satisfaction of the employees in the Hindustan Steel Limited—*Author*.

GOVERNMENT ENTERPRISE

DEV, S. KUMAR. Private equity participation: no sell-out of public sector. Commerce, 130(3332) 29 Mar. 75, p. 442+.

HOLLAND, STUART. Meso-economics, new public enterprise and economic planning. Annals of Public and Co-operative Economy, 45(2) April-June 74, p. 149-60.

KIDWAI, WARIS R. Some trends in management development in public sector. Management Review, 1(3) 74, p. 14-16+.

MEHER, M.R. Should there be public participation in government undertakings? Capital, 174(4352) 27 Feb. 75, p. 298.

Addressing a forum of financial writers in New Delhi, the Union Minister for Industries and Supplies, Mr. T.A. Pai has proposed to allow public participation in the capital structure of public-sector undertakings. The proposal has invited criticism from some of his party men. But Mr. Pai believes that such participation is entirely pragmatic in the present situation of the country.

NIGAM, R.S. Profile of public sector abroad. Lok Udyog, 8(6) Sept. 74, p. 67-70.

NIGAM, RAJ K. The Public sector

during 1974. Socialist India, 10(15) 15 Mar. 75, p. 18-19.

—. Public sector in current economic situation. Lok Udyog, 8(6) Sept. 74, p. 3-5.

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OM PRAKASH. Corporate sector and India's industrial development. Indian Journal of Public Administration, 20(4) Oct.-Dec. 74, p. 730-44.

PAI, T.A. How the public sector can "give guts" to economy. Socialist India, 10(13) 1 Mar. 75, p. 29-31; 10(14) 8 Mar. 75, p. 15-16.

—. The Public sector for public good. Socialist India, 10(8) 25 Jan. 75, p. 54-5.

—. The Public sector in India. Socialist India, 10(9) 1 Feb. 75, p. 27+.

REDDY, V. MADAN and RAO, S.P. RANGA. Boards of public enterprises: study of the Boards of the State Road Transport Corporation and the State Electricity Board in Andhra Pradesh. Lok Udyog, 8(5) Aug. 74, p. 23-31.

WORKSHOP on Research Needs in the Management of Public Enterprises in Asia, Kuala Lumpur, March 1974. Public enterprises in Malaysia (papers presented by Malaysian Team to the Workshop). Lok Udyog, 8(4) July 74, p. 85-93.

GOVERNMENT OWNERSHIP

MEHER, M.R. Public ownership of industry: professor Galbraith's views. Capital, 174(4355) 20 Mar. 75, p. 421.

GRATUITY

DOSHI, KANU H. Payment of gratuity under Act. Economic Times, 9 Jan. 75, p. 5.

GRIEVANCE PROCEDURE

DRAZNIN, JULIUS N. A New approach to grievance handling in the federal sector. *Personnel Journal*, 53(11) Nov. 74, p. 822-4.

SRINIVASAN, V.R. (Bureau of Public Enterprises, New Delhi). Grievance procedure in public enterprises. *Lok Udyog*, 8(4) July 74, p. 39-42.

In the absence of adequate publicity, it is generally reported that there is no regular procedure for the redressal of grievances in the public sector undertakings. A number of public undertakings have adopted the Model Grievance Procedure as it is, and some owing to the varied nature of their operation and size have formulated their own grievance procedure to suit their special requirements. The author, in order to make the position better known, discusses the salient features of the grievance machinery obtaining in two undertakings—one in the 'Services Group', viz., Indian Airlines Corporation and the other in the 'Manufacturing Group', viz., Bharat Heavy Electricals Limited.

GROUP BEHAVIOUR

BUCKELY, W., T. BURNS and L.D. MEEKER. Structural resolutions of collective action problems. *Behavioral Science*, 19(5) Sept. 74, p. 277-97.

GROUP RELATIONS TRAINING

KOEHLER, WAYNE R., GEORGE LEHNER and FREDERICK E. FISHER. Team effectiveness training. *Training and Development Journal*, 28(10) Oct. 74, p. 3-6.

LUNDBERG, CRAIG and JOAN LUNDBERG. Encounter co-training: benefits and pitfalls. *Training and Development Journal*, 28(10) Oct. 74, p. 20-6.

HEALTH SERVICE

BERRY, DAVID E. The Transfer of planning theories to health planning practice. *Policy Sciences*, 5(3) Sept. 74, p. 343-61.

BUTLER, J.R. and R. KNIGHT. General practice manpower and health service reorganization. *Journal of Social Policy*, 3(3) July 74, p. 235-51.

SNIDER, PAUL. Health maintenance organizations: a can of worms? *Personnel (U.S.A.)*, 51(6) Nov.-Dec. 74, p. 36-44.

HIMACHAL PRADESH—POLITICS

SHARMA, RANBIR. The Changing patterns of leadership in a hill society of India. *Indian Political Science Review*, 9(1) Jan. 75, p. 68-75.

HOSPITALS

TOPLISS, EDA P. Organizational change as illustrated by a case-study of a geriatric hospital. *British Journal of Sociology*, 25(3) Sept. 74, p. 356-66.

HOURS OF LABOUR

FIELDS, CYNTHIA J. Variables work hours—the MONY experience. *Personnel Journal*, 53(9) Sept. 74, p. 675-8.

MUKHERJEE, D.K. Scope for introducing flexible working hours. *Capital*, 174(4347) 23 Jan. 75, p. 116.

HOUSING

HARRIS, ANDREW C. Self-help housing in the Seychelles: a pilot project. *Journal of Administration Overseas*, 13(3) July 74, p. 424-37.

HUFBAUER, G.C. and B.W. SEVERN. The Economic demolition of old buildings. *Urban Studies*, 11(3) Oct. 74, p. 349-51.

LAWSON, ROGER and CINDY STEVENS. Housing allowances in West Germany and France. *Journal of Social Policy*, 3(3) July 74, p. 213-34.

MITTRA, P.C. Housing problem in greater Kanpur: a suggestion. *Civic Affairs*, 22(4) Nov. 74, p. 13-17.

HUMAN ENGINEERING

SETHI, G.S. What is ergonomics? *Integrated Management*, (95) Mar. 74, p. 9-15+; (98) June 74, p. 45-50.

IMPERIALISM

ETHERINGTON, NARMAN. Theories of empire and modern American imperialism. *Australian Journal of Politics and History*, 20(2) Aug. 74, p. 210-22.

INCENTIVES IN INDUSTRY

BELL, J.D.M. The Administrative aspects of the introduction of productivity payment schemes in the electricity supply industry. *Public Administration (U.K.)*, 52, Autumn 74, p. 341-9.

INCOME-DISTRIBUTION

BASU, SREELEKHA. Distribution of income among tax-payers. *Economic and Political Weekly*, 10(4) 25 Jan. 75, p. 123-7.

Income tax payers account for only a tiny proportion of 'income units' in the country. In general, they represent the higher income classes. As such, any change in their overall share, or in the distribution of that share among themselves, is economically significant.

This note attempts in the main, to trace for the last two decades: (a) the changes in distribution of income among tax-payers, and (b) the respective shares of income of tax-payers and non-tax-payers. In doing so, the note keeps in view the various biases in income-tax statistics

resulting from the various exemptions, deductions, and rebates allowed to assesses who fall under the income-tax net, as well as those that result from the large-scale tax evasion.

BETZ, D. MICHAEL. A Comparative study of income inequality in cities. *Pacific Sociological Review*, 17(4) Oct. 74, p. 435-56.

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PEN, JAN. Distribution as a perennial problem in economics. *Social Research*, 41(3) Autumn 74, p. 534-65.

INCOME TAX

LAKHOTIA, R.N. Preventing IT raid, search or seizure. *Economic Times*, 8 Mar. 75, p. 5+.

PETREI, AMALIO HUMBERTO. Inflation and personal income tax. *Finance and Development*, 11(3) Sept. 74, p. 38-41.

ROY CHOUDHURY, UMA DUTTA, Z.N. RASTOGI and GOBIND CHAND. Income-tax, corporate tax and income trends in India. *Economic and Political Weekly*, 10(8) 22 Feb. 75, p. 371-4.

SANTHANAM, R. Rejection of accounts by tax authorities. *Chartered Accountant*, 23(8) Feb. 75, p. 356-71.

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INDIA

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Contents: Year of turmoil, by Rajni Kothari; Inflation, by C.T. Kurien;

Corruption, by Sugata Dasgupta; A messy situation, by Sudhir Mulji; Rule by ordinance, by Mulgaokar; Nuclear status, by Ashok Kapur; The energy crisis, by Bharat Wariawalla; Reforming the system, by Rasheeduddin Khan; Congress base, by P.C. Joshi; Ideological bankruptcy, by Madhu Limaye; Peninsula of the mind, by O.V. Vijayan.

INDIA—ECONOMIC CONDITIONS

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The hyper-inflationary situation as developed in our economy from around mid-1972 is not a short-term phenomenon lending itself to traditional remedies, but is rather the result of the super-imposition of monetary factors of relatively recent origin on basic imbalances in the structure of production over a long time.

The roots of this can be traced to an inequitable and counter-productive structure of property and earning power distorted further by the kind of policy mix pursued by the government.

The note focuses attention on the structural determinants of the current inflation, and projects the need for basic structural changes.—*Reproduced.*

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Contents: 1. Where things have gone wrong; 2. Remedial measures.

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RAO, V.K.R.V. Our economy since independence: a critical evaluation. Yojana, 19(1) 26 Jan. 75, p. 75-8.

SHANKAR, KRIPA. Indian economy: crisis and way out. Mainstream, 13(25) 22 Feb. 75, p. 27-8.

SHRIMALI, P.D. Economic crisis: causes and cures. Mainstream, 13(18) 4 Jan. 74, p. 7-9+.

VAKIL, C.N. Meeting the economic crisis: need for radical measures. Capital (Annual Number 1974) 30 Jan. 75, p. 31-6.

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ROYCHOWDHURY, KRISHNA CHANDRA. Marx's Asiatic mode of production and the evolution of the Indian economy. Indian Economic Journal, 22(1) July-Sept. 74, p. 20-35.

INDIA—ECONOMIC POLICY

JHA, PREM SHANKER. Reshaping economic policy. Times of India, 17 Feb. 75, p. 6; 18 Feb. 75, p. 6.

Contents: 1. Need for more saving and investments; 2. Rooting out of the black market.

PAREKH, H.T. Need for a multi-pronged drive to achieve economic recovery. Capital, (Annual Number 1974), 30 Jan. 75, p. 27-9.

INDIA—ECONOMIC RELATIONS

KORNEEL, V.K. Trends in Indo-U.K.

economic cooperation. *Eastern Economist*, 64(3) 17 Jan. 75, p. 111-13.

INDIA—FOREIGN RELATIONS

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Contents: Policy revisited, by P.N. Haksar; On the defensive, by Girilal Jain; The image, by K. Subrahmanyam; Failure of communication, by Ashok Kapur; Global perspective, by K.P. Karunakaran.

PANT, H.G. Indian foreign policy under Mrs. Indira Gandhi, 1966-71. *Political Science Review*, 13(1-4) Jan.-Dec. 74, p. 327-62.

INDUSTRIAL DEMOCRACY

RAI, K.K. Management: the approach to industrial democracy. *Capital*, 174-(4350) 13 Feb. 75, p. 228.

VARADAN, M.S.S. Norwegian concept of industrial democracy. *Economic Times*, 30 Mar. 75, p. 5+.

INDUSTRIAL DEVELOPMENT

OYEJIDE, T. ADEMOLA. The Strategy of industrial development in Nigeria. *Quarterly Journal of Administration*, 8(2) Jan. 74, p. 167-76.

SAXENA, J.B. (Institute of Applied Manpower Research, New Delhi) Strategy for industrial development. *Khadi Gramodyog*, 21(4) Jan. 75, p. 195-9.

No lopsided development of any type of industry whether big, small, medium or cottage can help bridge the gap existing between the earning of the city dwellers and the ruralites and remove the imbalance between the under-developed regions. It is only the balanced growth of industrial activities based on sound technical, financial and

marketing facilities that can play the trick—*Reproduced*.

INDUSTRIAL MANAGEMENT

WREGE, CHARLES D. and AMEDEO PERRONI. Taylor's pig-tale: a historical analysis of Frederick W. Taylor's pig-iron experiments. *Work Study and Management Services*, 18(11) Nov. 74, p. 564-75.

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KIRLOSKAR, S.L. 25 years of industrial development. *Yojana*, 19(1) 26 Jan. 75, p. 85-7.

MEHER, M.R. Industrial policy: are pragmatic changes in the offing? *Capital*, 174(4350) 13 Feb. 75, p. 230.

PAI, T.A. (Minister of Heavy Industries and Civil Supplies, Union of India). Heavy industries: sinews of our economy. *Yojana*, 19(1) 26 Jan. 75, p. 83-4.

Building a base for heavy industries was part of our dream even before Independence, and our First Five Year Plan defined the broad policy for action. It was not an easy path that India chose, because we tried to do what other highly industrialised countries had done over a century or more. It required large investments of money without commensurate return in the very short run. It called for massive state initiative and financing. It meant, also, dividing our limited resources between agriculture and industry when we were desperately short in foodgrain output. We were heavily dependent on import of machinery, plant and technical know-how. We had to pass through several years of poor returns after installing heavy industries.

India has braved most of these difficulties. We have made initial mistakes particularly by way of under-utilisation of plant and machinery and this came in for just criticism. We have now crossed the hump by reorganising management of these industries. In several fields we are even able to export our technical know-how. There is now

a clearer picture of what we need to do in the next decade and what we can do. We have an ambitious programme to create research and development facilities which will be implemented during the Fifth Plan and, where necessary, resources will be provided to manufacture prototypes based on indigenous designs.—*Reproduced*.

INDUSTRY—FINANCE

PENDSE, D.R. Inventory norms for industry. *Commerce*, 130(3327) 22 Feb. 75, p. 222+.

INDUSTRY, RURAL

PRASAD, K.N. (Patna College, Patna). Ethics of rural industrialisation in India. *Khadi Gramodyog*, 21(3) Dec. 74, p. 153-65.

Once a programme has been set in motion, it is the responsibility of the planners to see and check that the development that is brought about is in the desired directions. India has completed nearly a quarter century of planned development of village industries. It will be in the interest of their development if a review of the progress made is undertaken and the difficulties that came across during the period are noted and removed to the extent possible.—*Reproduced*.

INDUSTRY, SMALL-SCALE

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KAUL, M.G. Anti-inflation ordinances and after. *Capital*, (Annual Number 1974) 30 Jan. 75, p. 21-6.

REDDY, G. YALLAMANDA. Economic crisis: inflation, stagflation, pincer-inflation in India. *Mainstream*, 13(15) 14 Dec. 74, p. 11-12+; 13(16) 21 Dec. 74, p. 13-20; 13(19) 11 Jan. 75, p. 11 13+.

SEELING, STEVEN A. Rising interest rates and cost push inflation. *Journal of Finance*, 29(4) Sept. 74, p. 1049-61.

THAKUR, SHRINIVAS. Stimulation of inflation rather than growth. *Economic Times*, 22 Mar. 75, p. 5.

WITTEVEEN, H. JOHANNES. IMF chief looks at world inflation. *Eastern Economist*, 64(3) 17 Jan. 75, p. 105-10.

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American Finance Association in San Francisco, California, on Dec. 28, 1974.

INFORMATION PROCESSING SYSTEMS

GRAVES, JACK R. and KENDALL E. BERT. EMIS: a progressive approach to equipment management. *Governmental Finance*, 3(4) Nov. 74, p. 20-3.

INFORMATION SYSTEMS, MANAGEMENT

PREM VRAT. Some considerations in the design of management information systems for effective planning and control. *Integrated Management*, (98) June 74, p. 11-14.

SWANSON, E. BURTON. Management information systems: appreciation and involvement. *Management Science*, 21(2) Oct. 74, p. 178-88.

INSTITUTION BUILDING

BHALERAO, C.N. (North-Eastern Hill University, Shillong). Institution building: a neglected factor in Indian political and administrative development. *Administrative Change*, 2(2) Jan.-June 75, p. 136-43.

It is now being increasingly realised that the institutional and organizational growth is a critical element in the modernisation of transitional societies at the present stage of their development and that the rapidly increasing participation and mobilization inhibit such development. In order to give coherence, stability and effectiveness to their political systems it is considered that these societies need higher levels of association and organization. These Institutions in the political, economic, social, cultural, governmental and administrative spheres can become centres of social change, "incorporating internally and diffusing through the society new values,

behaviour patterns, and services." The process of institution building thus constitutes a significant element in modernization and needs more attention by social scientists, planners and policy-makers than it has hitherto received.

A major trend of Indian political development after the fourth general elections has been the general deterioration of political institutions. Similarly, administrative institutions in India have also suffered a decline. A survey of various administrative institutions like the ministries and departments in the Union and State governments, commissions and district collectorates shows stability and continuity with respect to their administrative structure, methods, procedures and institutional values though they have undergone some change as a result of the demands on the administrative process by the political system. But this institutionalization has not been of a dynamic, modernizing character to enable the administration to play a significant role in the critical sectors of development programmes. —*Author.*

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SUSAN WEBBER. National insurance local tribunals: a research study; Part-I. *Journal of Social Policy*, 3(4) Oct. 74, p. 289-315.

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INTERNATIONAL ECONOMIC RELATIONS

PATEL, I.G. A New international economic order? *Indian Economic Review*, 9(1) Apr. 74, p. 1-17.

INTERNATIONAL FEDERATION

KULKARNI, V.B. Is world federation feasible? *Indian Express*, 2 Feb. 75, p. 6.

INTERNATIONAL RELATIONS

MOORE, DAVID W. Foreign policy and empirical democratic theory. *Political Science Review*, 68(3) Sept. 74, p. 1192-7.

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GANESAN, M.K. Control and Management of surplus inventory. *Management*

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RAO, P.S. Inventory control in an inflationary economy. Lok Udyog, 8(4) July 74, p. 15-22.

INVESTMENTS, FOREIGN

LITVAK, ISAAH A. and CHRISTOPHER J. MAULE. Interest-group tactics and the politics of foreign investment: the time-reader's digest case study. Canadian Journal of Political Science, 7(4) Dec. 74, p. 416-29.

STEVENSON, GARTH. Foreign direct investment and the provinces: a study of elite attitudes. Canadian Journal of Political Science, 7(4) Dec. 74, p. 630-47.

IRRIGATION

ASOPA, V.N. and B.L. TRIPATHI. Development of irrigation sources in Gujarat. Economic Times, 22 Feb. 75, p. 5+.

GAUTAM, SUDHAKAR. 'Irrigation holiday' to utilise full potential of projects. Economic Times, 28 Jan. 75, p. 5.

RAO, K.L. (Formerly Minister for Irrigation and Power, Union of India). Irrigation: record of 25 years. Yojana, 19(1) 26 Jan. 75, p. 71-4.

We have the largest cultivated area in any nation. In their magnitude and number, there are not many in the world to compare with India's irrigation projects. If we have more than doubled our food output since independence it is largely due to extended irrigation. Still, our agriculture continues to be a gamble in rains. Why?

We have 13 major river basins and the total water in all the river systems approximates 17 million cubic meters, the Ganga and Brahmaputra alone accounting for 61 per cent of the total.

Though our achievements have been impressive, our basic approach to problem of water conservation and utilisation has not conformed strictly to national priorities. All major river projects must be treated as Centre's responsibility and they should not be subjects of inter-state disputes. A national River Grid would, in the long run, benefit every part of the country and unless we muster our courage, resources and imagination to implement a grand strategy, we cannot eliminate the dread of scarcity—*Reproduced*.

JAPAN—ECONOMIC CONDITIONS

MACRAE, NORMAN. Japan's growth trends: on the road to industrial leadership. Statesman, 22 Jan. 75, p. 4.

JOB ANALYSIS

FINE, SIDNEY A. Functional job analysis: an approach to a technology for manpower planning. Personnel Journal, 53(11) Nov. 74, p. 813-18.

HREBINIAK, LAWRENCE G. Job technology, supervision, and work-group structure. Administrative Science Quarterly, 9(3) Sept. 74, p. 395-410.

JOSEPH, J. S. Managing job activities. Lok Udyog, 8(5) Aug. 74, p. 13-17.

The article stresses the need for a balanced approach to managing job activities, here referring to a process of promoting job adjustment involving both job satisfaction and job efficiency. This necessitates a critical study of existing jobs with a view to restructuring them so that employees' abilities and social and psychological needs are also considered along with technological requirements. The author suggests that managing job activities through restructuring be viewed as a process of motivating employees at all levels rather than as a purely technical system of

job design from the stand point of efficiency. The research findings and experiences discussed bring out the problems involved in the change process while restructuring jobs. The problems emanate from scientific management tradition and inter-personal relationships especially at the supervisory and managerial level. Some useful guidelines have been presented to overcome the difficulties. The article is intended to encourage exploration of the hypothesis that, jobs restructured in terms of meaningful job activities to the employees increase motivation and improve efficiency.

JOB ENLARGEMENT

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CHAKRABARTI, ANUP. The Office of the chief justice of India. Modern Review, 134(5) Nov. 74, p. 329-33.

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JAIN, S. N. The One who decides must hear. Journal of the Indian Law Institute, 16(3) July-Sept. 74, p. 347-51.

YOGENDRA SINGH. Principles of RES judicata and writ proceedings.

Journal of the Indian Law Institute, 16(3) July-Sept. 74, p. 399-414.

JUSTICE, ADMINISTRATION OF

KERR, JOHN. The Modern task of judicial administration in New South Wales. Public Administration (Australia), 33(3) Sept. 74, p. 206-19.

KASHMIR—ECONOMIC CONDITIONS

ISMAIL, RAZIA. Keys to Kashmir's economy. Indian Express, 19 Jan. 75, p. 4.

LABOUR

BANDYOPADHYAY, D. A Decadal survey of labour scene in West Bengal. Journal of the Lal Bahadur Shastri National Academy of Administration, 19(2) Summer 74, p. 291-301.

GIBBS, JACK P. Intra-industry division of labour and the growth of industries. Pacific Sociological Review, 17(4), Oct. 74, p. 457-77.

GOPAL KRISHAN and R.C. CHANDNA. Haryana : working force and its occupational structure, 1971. Manpower Journal, 10(9) July-Sept. 74, p. 56-72.

MURTY, K. RADHAKRISHNA and P. VIJAYALAKSHMI. Demographic structure of labour force in Andhra Pradesh : an analysis of 1971 census data. Manpower Journal, 10(2) July Sept. 74, p. 86.

RUBENSTEIN, MICHAEL. Labour laws : lessons from the past and predictions for the future. Personnel Management, 6(10) Oct. 74, p. 38-9+.

SINGH, G.B. Urbanisation and labour. Manpower Journal, 10(2) July-Sept. 74, p. 73-85.

WEBB, STEPHEN D. and FRANK CLEMENTE. Comparison of

occupational and industrial indices in measuring the division of labour. *Pacific Sociological Review*, 17(4) Oct. 74, p. 479-84.

LABOUR PRODUCTIVITY

MEHAR, M. R. Improving labour productivity in industry. *Capital*, (Annual Number 1974), 30 Jan. 75, p. 123-5.

LABOUR AND COMMUNISM

COMMUNISM and trade unions: an exchange. *Industrial Relations*, 13(3) Oct. 74, p. 219-43.

Contents: Anti-communism and labour history, by James R. Prickett; Communists and trade union democracy, by Walter Galenson; Reply to Professor Galenson; Rejoinder to Mr. Prickett.

LABOUR RELATIONS—GOVERNMENT ENTERPRISE

KHETAN, O. P. (Hindustan Steel Ltd., Rourkela). Changing pattern of industrial relations in Rourkela Steel plant. *Lok Udyog*, 8(5) Aug. 74, p. 19-20.

What are the reasons for the success of workers' participation in Management in Rourkela Steel Plant, which began as a modest experiment in 1972?

To discuss production problems and jointly find solutions, the Management signed an agreement with the recognised union for the formation of Joint Production Committee for each department and a Central Production Committee at the apex. A precedent was created when the Production Committees evolved the production targets for the plant for 1973-74 and 1974-75. The system is under continuous care to maintain and improve the performance of the Committees qualitatively and quantitatively.

Considering that each aggrieved worker is a starting point of industrial

unrest affecting efficiency and realising the need to settle the grievances speedily a new grievance procedure was introduced in 1969 in agreement with the recognised union. The system is working very well and through preventive action the incidence of grievances has been considerably reduced. Problems in the working of the system are being sorted out through mutual cooperation.

In order to speed up negotiations and to involve line managers in matters affecting their departments the procedure for negotiation with union has been decentralised, with 3 stages, the matters which may be negotiated/discussed at each stage being clearly specified.

Thus the three main reasons for Rourkela's changing climate of industrial relations are: (i) Closer association of workers with management in the area of production; (ii) Speedy settlement of individual grievances, and (iii) a decentralised and speedy system of handling collective demands in which line managers have a leading role. —*Author*.

VERDIER, JEAN-MAURICE. Labour relations in the public sector in France. *Lok Udyog*, 8(4) July, 74, p. 71-8.

LABOUR TURNOVER

HELMICH, DONALD L. Labour turnover and administrative Span. *Chinese Journal of Administration*, (22) Jan. 74, p. 9-12.

KULKARNI, GANESH. Maintaining an optimum level of labour turnover. *Capital*, 174(4350), 13 Feb. 75, p. 237.

LABOUR UNIONS

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TRIVEDI, H.N. Trade union movement in U.S.S.R. *Socialist India*, 10(6) 11 Jan. 75, p. 25-6.

LAND BANKS

CHATURVEDI, PUSHPA. Primary land development banks in Rajasthan. *Mainstream*, 13(29) 22 Mar. 75, p. 24-6.

LAND TENURE

BHARADWAJ, KRISHNA and P.K. DAS. Tenurial conditions and mode of exploitation: a study of some villages in Orissa. *Economic and Political Weekly*, 10(5-7, Annual Number) Feb. 75, p. 221-40.

This paper focuses attention on certain aspects of the tenancy question which have been inadequately considered, if not totally missed out, both in model-building exercises as well as in data collection.

Information on who leases land from whom as well as on the terms and conditions, with possible variations in them, that accompany the leases is crucial for analysing the tenurial question—to understand the functioning of the 'Lease market' and the mode of exploitation.

The authors have here used illustratively data on these subjects for villages of Orissa.

Section I of the article sets out in broad terms some relevant features of the authors' approach.

In section II, using the information obtained from the villages studies, the authors discuss certain features of leases: who leases from whom, the motivation for and preferences in leasing out as expressed by landlords themselves and the variations in the terms and conditions of leases. The prevalence of mode of exploitation that operates through a tie-up between land and labour is noted,

as is the fact that even within seemingly rigid conventional shares under sharecropping, landlords may be able to extract more (or secure less) depending upon the relative status of the lessor and the lessee. Important differences among the irrigated, unirrigated, cash crop and tribal areas are also considered.

In section III, the authors suggest an explanation for a transition from sharecropping to fixed rent, observed in the villages studied, following the introduction of irrigation and high-yielding paddy—*Reproduced*.

MENCHER, JOAN P. Land ceilings in Tamil Nadu: facts and fictions. *Economic and Political Weekly*, 10(5-7, Annual Number) Feb. 75, p. 241-54.

This paper examines land ceilings in Tamil Nadu. First, it attempts a comparison of how they look on paper with how they actually workout in practice as observed by the author and research assistants in various villages in Chingleput District.

There follows a discussion of how agricultural operations are carried out by landowners, with holding of various sizes in the irrigated rice areas of the District.

Finally, an attempt is made to show how the very nature of the land ceilings has been such as to promote capitalist farming and concentration of political economic power in the village—not to encourage the small 'peasant farmer' who is often dealised in the popular slogans for rural India—*Reproduced*.

MICHIE, ARUNA N. Land reforms policies in India: a comparative perspective. *Political Science Review*, 13(1-4) Jan.-Dec. 74, p. 278-304.

LANGUAGES

MATHUR, P.C. Dilemmas and decisions

in India's language policy. *Political Science Review*, 13(1-4) Jan.-Dec. 74, p. 394-414.

SUNDARAM, I. SATYA. The Three-language formula. *Modern Review*, 134(5) Nov. 74, p. 372-3.

LANGUAGES—STUDY AND TEACHING

MADTHA, WILLIAM. Language laboratory and L2 teaching. *Journal of the Lal Bahadur Shastri National Academy of Administration*, 19(2) Summer 74, p. 317-24.

VELAYUDHAN, S. Language teaching: problems and prospects. *Journal of the Lal Bahadur Shastri National Academy of Administration*, 19(2) Summer 74, p. 311-16.

LAW ENFORCEMENT

SEN, SANKAR. Exercise of discretion in law enforcement. *Indian Police Journal*, 21(1) July-Sept. 74, p. 4-7.

LEADERSHIP

STINSON, JOHN E. and TRACY LANE. Some disturbing characteristics of the LPC score. *Personnel Psychology*, 27(3) Autumn 74; p. 477-85.

STEINMETZ, LAWRENCE L. and DAVID F. HUNT. Understanding the 'natural born leader' that's in you. *Administrative Management*, 35(10) Oct. 74, p. 30-6.

LEGISLATIVE COMMITTEES

BYRNE, PAUL. The Expenditure Committee: preliminary assessment. *Parliamentary Affairs*, 27(3) Summer 74, p. 273-86.

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GADHOK, D.N. Estimates Committee of Lok Sabha: appointment of experts to assist the Committee. *Journal of Parliamentary Information*, 21(1) Jan.-Mar. 75, p. 48-52.

LEGISLATIVE OFFICERS

ASSOCIATION of Secretaries General of Parliaments. The Organisation of the staff of Parliaments: Summary report. *Constitution and Parliamentary Information*, 3(96) 73, p. 165-98.

BHANDAWAT, S.S. Indian and American Speakers: a comparative evaluation. *Political Scientist*, (8-11) Jan.-June 72—July-Dec. 74, p. 97-119.

RAKSHIT, NIRMALENDU BIKASH. Speakership in India. *Modern Review*, 134(4) Oct. 74, p. 281-9.

LEGISLATIVE PROCEDURE

HYSON, R.V. STEWART. The Role of the backbencher: an analysis of private members' bills in the Canadian House of Commons. *Parliamentary Affairs*, 27(3) 74, p. 262-72.

JHUNJHUNWALA, BHARAT. Parliamentary process as a stabilization mechanism. *Social Scientist*, 3(6-7) Jan.-Feb. 75, p. 112-21.

LEGISLATORS

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LEGISLATURES

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The Life Insurance Corporation of India has to its credit a record of remarkable achievements. Not only has it succeeded in taking life insurance to the rural sector; its socially oriented investments have benefited the weaker sections of the community.

LOCAL GOVERNMENT

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MANAGEMENT

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Contents: 1. The aid trap; 2. Public sector management, social consciousness, and all that, by Bharat Jhunjhunwala.

What is the process implied in 'Managing'? Management presupposes a manager and a managed. The manager has authority and control. The managed obeys.

The manager and managed stand on opposite sides of the fence and relate to each other fundamentally antagonistically. To say that the manager will manage the managed in the interests of the managed is nothing but to say that, in order to save you, I am going to kill

you, or to say that in order to improve your welfare I will first deprive you of your welfare.

This will not do. This concept of management is an insult to the dignity of human life and equality.

The objectives, then, should be not to increase production within the existing antagonistic relations but, first and foremost, to create human relations of production and then to harness nature to serve man—*Reproduced*.

3. World raw material shortage and price fluctuations, 1972-1974; how should industry plan, by Angus Hone; 4. Strategy for family planning programmes in the industrial sector, by C.N.S. Nambudiri and Baldev R. Sharma; 5. An approach to programme research, by Pramod Kale; 6. Entrepreneurship in West Bengal, 1959-1970, by Swaraj Bandyopadhyay, Swapan De and Arup Dastidar.

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MANAGEMENT—STUDY AND TEACHING

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MANAGEMENT AUDITING

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MANAGEMENT BY OBJECTIVES

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tives program. *Administrative Science Quarterly*, 19(4) Dec. 74, p. 563-74.

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MOHAMMEDANS IN INDIA

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This paper deals with the problem of arousing civic consciousness among the citizens on the assumption that without the active interest and participation of the citizens in public affairs, democracy, especially at the local level, cannot hope to flourish. It draws attention to the need for inculcation of a sense of community in the local urban areas. There is a lack of attachment to municipal government among the citizens and the cities do not get the loyalty from their inhabitants. The paper analyses the major causes of citizen's aloofness. The major obstacles to good citizenship are identified as economic poverty afflicting majority of the urban population, the administrative inefficiency of the urban local bodies in general and the irrational fragmentation of governmental responsibilities among a number of local authorities, especially in the bigger urban complexes. The paper makes a plea for remedying these defects. It also highlights the importance of communication in order to establish a rapport between the citizens and the local administration—*Author*.

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Under the constitution, responsibility for local government lies with the state government, which has the powers to determine the structure, functions and financial resources of its municipal authorities. State control takes three forms; Legislative, judicial and administrative. The legislature comes in picture when a new law has to be enacted or an old one is amended; the courts when any action of government or municipal authority is challenged on legal grounds, but there is no aspect of municipal administration which does not come within the range of administrative control. In the financial field, too, the state control is so detailed that there is hardly any scope for self-government left with the urban authorities. Supersession of municipal authorities is frequent.

The techniques of administrative control are outdated, unimaginative and largely negative. Local Government Department in many states has no field

agency of its now to provide guidance and assistance to municipal bodies in the solution of the problems.

If the local bodies are desirable as units of self-government, the conception of government's role should change from that of a controller to that of an adviser, guide, counsellor and protector. Controls should be reduced in number and rationalised by working out model bye-laws, regulations and budgetary reforms. Power to supersede should be relinquished by State Government. In the cases of gross maladministration, dissolution may be considered enough.

The author, in the end, prescribes a reformed Directorate of Municipal Administration at State level with a regional inspectorate to supervise, advice and guide municipal authorities.

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SHOURIE, ARUN. National accounts and the regression enthusiast Sri Lanka; a study. *Economic and Political Weekly*, 9(52) 28 Dec. 74, p. 2141-51.

NATIONAL INDUSTRIAL DEVELOPMENT CORPORATION

LAXMI NARAIN. NIDC's Contribution to consultancy. *Economic Times*, 8 Feb. 75, p. 5.

NAVY

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NEGOTIATION

HERMONE, RONALD H. How to negotiate and come out the winner.

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NEHRU, JAWAHARLAL

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RAU, M. CHALAPATHI. Nehru and the constitution of India. *Socialist India*, 10(8) 25 Jan. 75, 25-8+.

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NEW ZEALAND—HISTORY

WOOD, G.A. The Former 'dominion of New Zealand'. *Political Science*, 26(1) July 74, p. 2-10.

NUTRITION

SWAMINATHAN, M.S. To feed the people of India: an integrated nutrient supply system. *Yojana*, 19(4) 15 Mar. 75, p. 29-31.

OCCUPATIONAL MOBILITY

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OCCUPATIONS

BHATTACHARYA, S.K. A Study on value system of different occupational groups. *Indian Journal of Psychology*, 48(3) Sept. 73, p. 59-64.

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OMBUDSMAN

GUPTA, BALRAM K. (Panjab University, Chandigarh). Ministerial responsibility and the proposed Lokpal: do they go hand in hand. *Journal of the Indian Law Institute*, 16(3) July-Sept. 74, p. 387-98.

Government in a parliamentary form of system needs regular whitewashing. The ministerial responsibility to parliament has failed to do the needful. The system of French administrative Courts known as *Council d'Etat* and the institution of ombudsman are the two systems experimented in most of the countries. In India, also, it is proposed to have an institution like the ombudsman known as *Lokpal* and *Lokayukta*. Taking into consideration is the proposed Lokpal and Lokayuktas Bill, the author feels that it would be better if the recommendation of the Administrative Reforms Commission is carried out to the effect

that the President should appoint the *Lokpal* on the advice of the Prime Minister who in turn would consult the Chief Justice of India and the Leader of the Opposition in the Lok Sabha. This will ensure better confidence of Parliament in the *Lokpal*. *Lokpal* has only recommendatory powers. He will be making a report to the President. If the Lokpal is satisfied with the action taken or proposed to be taken on his recommendations or findings, he shall close the case but where he is not satisfied and if he considers that the case so deserves, he may make a special report upon the case to the President who would place it before the Parliament. All this suggests that the Lokpal will have no power to upset the decisions. The purpose of *Lokpal* is to provide regular machinery for investigating grievances against the administration in a direct and informal way in contrast with the formality and publicity of an *ad hoc* inquiry. It would help to make ministerial responsibility more effective. Like the functions of the Comptroller and Auditor-General, the *Lokpal* will function as the Auditor-General of human relations accounts, with no powers to violate the principle of ministerial responsibility.

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—Institutionalization, the Ombudsman and Bureaucracy. *American Political Science Review*, 68(3), Sept. 74, p. 1075-85.

JACKMAN, LEROY. Ombudsman for Caribbean Government—with particular reference to Guyana. *Journal of Administration Overseas*, 13(4) Oct. 74, p. 536-43.

KESARI, U.P.D. (University of Allahabad). The Indian Lokpal—a penacea of administrative maladies. *Journal of the*

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The author analyses the provisions of the Lokpal and Lokayukta Bill, 1968, and concludes that in the light of the provisions of the Bill one is led to think that the institutions of Lokpal would provide a cure-all remedy against all sorts of administrative ills. But it has to be examined whether a Lokpal with the help of his small set-up would be able to meet and dispose off countless petitions which will pour into his office. In a country like India with her dense population and diversity of nature of problems, and where values are changing so fast and standards of public services are going down, the adequacy of the office of Lokpal to ventilate the problems of citizens and provide a panacea is doubtful. There are also few constitutional difficulties. The doctrine of collective responsibilities of ministers, a basic principle of parliamentary democracy, would be in conflict with the institution of Lokpal. And finally, the success of this institution necessitates the creation of a favourable climate in which utmost integrity, efficiency and honesty of the public officials on the one hand and honest and truthful behaviour of the citizens on the other hand should reign supreme.

OPERATIONS RESEARCH

GOEL, H.P. and A. GUPTA. Operations research: application in improving productivity of Steel Melting shop at Rourkela Steel Plant. Lok Udyog, 8(4) July 74, p. 95-103.

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OPPOSITION (POLITICAL SCIENCE)

KRIPALANI, J.B. Opposition's role in

democracy. Indian Express, 9 Mar. 75, p. 4.

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ORGANIZATION

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Condensation of some chapters of Peter F. Drucker's recent book 'Management: tasks, responsibilities, practices'.

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SUTTON, RICHARD L. Cultural context and change-agent organizations. *Administrative Science Quarterly*, 19(4) Dec. 74, p. 547-62.

WATERS, L.K., DARRELL ROACH and NICK BATLIS. Organizational climate dimensions and job-related attitudes. *Personnel Psychology*, 27(3) Autumn 74, p. 465-76.

WHITE, PAUL E. Resources as determinants of organizational behaviour. *Administrative Science Quarterly*, 9(3) Sept. 74, p. 366-79.

ORGANIZATION OF AFRICAN UNITY

ALUKO, OLAJIDE. The OAU Liberation Committee after a decade: an appraisal. *Quarterly Journal of Administration*, 8(1) Oct. 73, p. 59-68.

PARLIAMENTARY GOVERNMENT

WILLSON, M.G. The Parliamentary executive, 1868-1914, and after. *Public Administration (U.K.)*, 52, Autumn 74, p. 263-83.

PAYROLLS

VENKATARAMAN, S. Payroll accounting with computers. *Management Accountant*, 10(1) Jan. 75, p. 21-2.

PERSONALITY TESTS

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PERSONNEL

ALLEN, LAWRENCE. People problems. *Personnel Journal*, 53(11) Nov. 74, p. 838-9.

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TASCA, A.J. Personnel management: a T/A perspective. *Personnel Journal*, 53(11) Nov. 74, p. 846-8.

PERSONNEL—DISMISSAL

BALA, M.S. Can the management issue a charge-sheet to a stranger? *Capital*, 174(4355), 20 Mar. 75, p. 426.

PERSONNEL-EMPLOYEE FACILITIES AND ACTIVITIES

MORRIS, THOMAS L. Effective employee development in hospitals; human interaction an integral part. *Training and Development Journal*, 28(8) Aug. 74, p. 26-30.

PERSONNEL-EMPLOYEE RELATIONS

KNUTTON, RONALD. A Worker's own story. *Management Today*, Sept. 74, p. 76-7.

PERSONNEL—MEDICAL SERVICE

FREEDMAN, AUDREY. Employers: take advantage of HMOs. *Management Review (U.S.A.)*, 63(11) Nov. 74, p. 4-11.

PERSONNEL—RECRUITING

GARRIS, STEVE and ANN BLACK. Revising personnel management procedures. *Personnel (U.S.A.)*, 51(6) Nov.-Dec. 74, p. 50-8.

PERSONNEL, PUBLIC

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PERSONNEL, PUBLIC—ARBITRATION

PENDLETON, EDWIN C. and PAUL D. STAUDOHAR. Arbitration and strikes in Hawaii public employment. *Industrial Relations*, 13(3) Oct. 74, p. 299-307.

PERSONNEL, PUBLIC—EXAMINATIONS

KANG, H.W. Institutional borrowing: the case of Chinese civil service examination system in early Koryo. *Journal of Asian Studies*, 34(1) Nov. 74, p. 109-25.

PERSONNEL, PUBLIC—LEGISLATION

COUTURIER, JEAN J. A citizens action success strategy for social reform: case study of a "model law". *Good Government*, 91(3) Fall 74, p. 19-23.

A MODEL public personnel administration law. *Good Government*, 91(3) Fall 74, p. 4-18.

PERSONNEL, PUBLIC—PAY PLANS

FRY, GEOFFREY K. Civil service salaries in the post-Priestley era 1956-1972. *Public Administration (U.K.)*, 52, Autumn 74, p. 319-34.

PERSONNEL, PUBLIC—PROMOTION

NAYAR, KULDIP. Those old men at the top. *Indian Express*, 22 Mar. 75, p. 5.

PERSONNEL, PUBLIC—RECRUITING

MEHTA, B. (Editor-in-Chief, 'Administrative change' Jaipur). Recruitment and

selection of higher civil services in India—a note. *Administrative Change*, 2(2) Jan.-June 75, p. 183-5.

In the present paper, it is argued that persons to be recruited to higher civil services in India should possess an insight into the pattern of living, thinking and aspirations of the people, particularly of the rural folks. Besides, they should have leadership qualities, a goal-orientation, decision-making abilities, human and conceptual skills, an alert mind, clear thinking, considerateness, responsiveness, inquisitiveness and foresight.

The present 'ineffective reservation' system to help backward classes needs to be replaced by a more goal-oriented mechanism to prepare more rigorously students belonging to these classes for competitive examinations.

Those selected by competitive examinations should be admitted to a two and a half year post-degree course. In the examination course content, Elementary Hindi, English and Indian History and Culture should be made compulsory subjects. Candidates admitted to this course should be required to spend six months in a village.

In order to facilitate lateral entry into the higher civil services, 20 to 25 per cent of the direct recruitment quota should be reserved for persons between the age of 30 to 35 years who may be selected through a special examination. Lastly, the weightage given to Personality Test in the Higher Civil Services examination should be raised to 500 marks.
—Author.

PERT MANAGEMENT SYSTEM

VENUGOPAL, A. Hurdles to PERT. *Integrated Management*, (98), June 74, p. 5-10.

PETROLEUM

BERRY, GLYN R. The Oil Lobby and the energy crisis. *Canadian Public Administration*, 17(4) Winter 74, p. 600-35.

MUKERJEE, DILIP. The Search for oil: some policy implications. *Times of India*, 22 Feb. 75, p. 6.

PHILIPPINES—POLITICS

NOWAK, THOMAS C. and KAY A. SNYDER. Clientelist politics in the Philippines: integration or instability? *American Political Science Review*, 68(3) Sept. 74, p. 1147-70.

POLICE

BROWN, JONATHAN F. Police and local government: a comment. *Police Journal*, 47(4) Oct.-Dec. 74, p. 301-3.

JOSHI, G.P. Vertical communications in police. *Indian Police Journal*, 21(2) Oct.-Dec. 74, p. 23-9.

McCALL, PATRICK. A two-tier police service. *Indian Police Journal*, 20(4) Apr.-June 74, p. 30-3.

POLICE-COMMUNITY RELATIONS

BANTON, MICHAEL. Policing a divided society. (The James Smart lecture, 1974). *Police Journal*, 47(4) Oct.-Dec. 74, p. 304-21.

JOSHI, G.P. (Dy SP, BBR & D). Police-public relations. *Indian Police Journal*, 20(4), Apr.-June 74, p. 13-18.

Phenomenal advances in science and technology, increase in population, spurting crime rate, loosening of the hold of religion, decline in the standards of public morality, disruption of the family structure and erosion of the dominant values, have created a kind of chaos in modern society and policing of

this society has become increasingly difficult. Active support and cooperation of the people is required, which in turn demands improved communication between the police and the public, to save the society from disintegration. First step on this side was appointment of public relation officers in police departments and initiation of more community relations projects.

There is need to improve the training standards of the police, to select right men for entry and promotion, to weed out the wrong ones, to streamline the command and control structure, to accord due grievances of the citizens and to devise a suitable machinery for their redressal, to change certain obscurantist values and attitudes. On the other hand society must recognise and accept their share of responsibility as communication is always two way traffic. It must show greater understanding of the police and their problems, should stop blaming the police for the shortcomings in law and entire criminal justice system, provide them with salaries and conditions of service befitting their role and recognise them as their friends and guides.

KULKARNI, V.B. The police and the citizen. *Indian Express*, 6 Feb. 75, p. 4.

SHARMA, PRABHU DATTA (University of Rajasthan, Jaipur). Police-panchayati raj relations: a case study in Rajasthan. *Political Science Review*, 13(1-4) Jan-Dec. 74, p. 209-39.

Based on sample data drawn from (1) the police officials representing various ranks of the district police hierarchy and (2) non-police participants including the elected leaders of panchayati raj bodies, this case study on the theme of police-panchayati raj relationship is broadly organised into the following three distinct parts : (1) An exploration of police-panchayati

raj contacts. (2) Impact of local politicisation on police behaviour, and (3) An inquiry into police as well as non-police perceptions of the future patterns of organisational reforms including the municipalisation of the district police.

POLICE WOMEN

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The developing societies present vast difference of organizational forms and behavioural characteristics among themselves; yet in terms of broad societal perspectives all of them have certain common characteristics. This article aims to highlight both the important

common features and the differences of organisational forms and behavioural characteristics of the present day developing societies. The administrative system of developing societies is characterised by five common important features, viz., (1) Heterogeneity of forms and institutions; (2) Overlapping; (3) Formation; (4) Development role; and (5) Problems and paradoxes.

The political setting in all the developing societies is also not uniform. The article discusses them under six categories: (1) Competitive multi-party system; (2) Semi-competitive dominant party system; (3) Non-competitive Communist Party rule system; (4) Non-competitive mass party rule system; (5) Militaristic bureaucratic or elitist system; and (6) Autocratic traditionalistic system.

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The article is divided in two parts. The first part published in this issue discusses the development of the administrative organisation and structure of the Department of Social Welfare at the Centre since 1964. It is pointed out that the development of administrative structure of the Department has not followed a neat text book pattern, but has been influenced by the convictions of the policy makers and the senior administrators who, within the framework of the secretariat system of administrative organisation, have attempted to organise work and provide personnel who can perform the functions assigned to this Department.

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RADICALISM

SHETH, D.L. Structure of Indian radicalism. *Economic and Political Weekly*, 10(5-7, Annual Number), Feb. 75, p. 319-34.

The rulers who prided themselves on the "democratic experiment" of the Indian polity from an assured position of power and authority are now finding it difficult to accept the results of this experiment. Their style and sensibilities, suited to resolving inter-elite differences, seem to be failing them now that they are faced with what they call 'politics of populism' or 'radicalisation of politics'. The widening of the gap between the ruling elite and the masses has resulted in tension between the forms of liberal democracy and the radical aspirations of the people.

Theoretically, there should be no tension, for democratic institutions are meant to provide the mechanisms of political decision-making through which

popular demands get translated into government policies. But it is precisely such a simplistic view of democracy which prevents a proper understanding of the forces involved in the present situation. It ignores class-based conflicts of interest which come into the open in the process of democratisation.

It is equally simplistic to view this contradiction as one forcing a choice between maintaining the democratic institutions and fulfilling the radical aspirations. The question is not whether to maintain democratic institutions or to fulfil radical aspirations but how to institutionalise the radical aspirations that have been released.

This article explores empirically, in this context, the nature and the extent of radical orientation of the Indian public. The data are drawn from a nation-wide survey conducted immediately after the 1971 elections.

RADIO BROADCASTING

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KHANNA, K.C. Railways have miles to go: a failure of planning. *Times of India*, 24 Feb. 75, p. 6.

KHOSLA, G.S. The Railway's plan. *Statesman*, 26 Jan. 75, p. 6; 28 Jan. 75, p. 6.

Contents: 1. Scaling down ambitious targets; 2. Priority for freight traffic.

SAH, S.L. Railway finances: the highs and the lows. *Yojana*, 19(3) 1 Mar. 75, p. 15-16.

RAJASTHAN—ECONOMIC CONDITIONS

KHURANA, S.L. Challenges facing the Rajasthan Administration. *Prashasika*, 3(3), July-Sept. 74, p. 7-30.

RAJASTHAN—GOVERNMENT

JOSHI, HARIDEO (Chief Minister, Rajasthan). Goals for good government. *Prashasika*, 3(3) July-Sept. 74, p. 1-6.

In his inaugural address to the 14th Senior Officers Conference (26-9-1974) at Jaipur, Shri Harideo Joshi, Chief Minister of Rajasthan talked about the problem the people of Rajasthan are facing. The entire administrative machinery will have to be geared up. Good government means an efficient, clean and responsive government. It has to be action oriented. The performance of officers will be judged on the basis of goods delivered by them. Prompt action is the essence of better administration. Inter-departmental matters should be resolved by mutual cooperation. Delay leads to corruption. Corrupt and inefficient officials are to be removed. The District Collectors and other Departmental Heads will have to realise their responsibilities so that public grievances are timely dealt with.

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REGIONAL PLANNING

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RELIGION AND STATE

THE CHURCH and modern Society. *American Behavioural Scientist*, 17(6)

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Contents: Introduction, by Leo Moulin; Religion as a determinant of militancy and political participation among black Americans, by Thomas W.M. Madren, Hart M. Nelsen and Raytha L. Yokley; The Catholic factor in the politics of democratic states, by John H. Whyte; Parish priests, political power, and decision-making: an Italian case, by Robert H. Evans; The role of religion in modern Sweden, by Berndt Gurtafsson; Catholicism and nationalism in Latin America, by Frederick C. Turner; Organizational stress and adaptation to changing political status: the case of the National Council of Churches of Christ in the United States, by Henry J. Prath; The Russian orthodox Church under Nazi occupation; 1941-1944, by Harvey Fireside.

PURANIK, S. N. The Problem of communal harmony in India. *Indian Political Science Review*, 9(1) Jan. 75, p. 50-67.

RENT—REGULATION

KHATKHATE, DEENA. Rent control in urban areas: an alternative. *Economic and Political Weekly*, 10(5-7, Annual Number) Feb. 75, p. 217-20.

RESERVE BANK OF INDIA

SIMHA, S.L.N. Growing importance of the promotional role of the Reserve Bank. *Capital*, (Annual Number 1974) 30 Jan. 75, p. 63-72.

RETIREMENT

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ROADS

PATEL, M.D. Gujarat's roads. *Civic Affairs*, 22(4) Nov. 74, p. 19-23.

RURAL CONDITIONS

ALEXANDER, K.C. The Genesis of agrarian tension in Thanjavur. *Community Development and Panchayati Raj Digest*, 6(3) Jan. 75, 121-33.

RURAL PLANNING

BAWA, D.S. (Ministry of Industrial Development, Union of India). Rural project planning for Unnao. *Khadi Gramodyog*, 21(3) Dec. 74, p. 166-71.

Planning unless piloted by a survey of resources, men and materials will not be able to achieve its objectives in full. A research into the natural and social conditions of the region concerned would save considerable amount of time, energy and finance. The investigation conducted in Unnao district of Uttar Pradesh is a step forward in this connection. There is a growing need for such research projects to realise the goal of balanced and faster development in the country.—*Reproduced.*

CHAUHAN, R.S. Rural development strategies. *Economic Times*, 15 Jan. 75, p. 5; 16 Jan. 75, p. 5; 17 Jan. 75, p. 5.

DATTA, B.C. (Town and Country Planning Organisation, New Delhi). Planning for rural areas. *Khadi Gramodyog*, 21(3) Dec. 74, p. 179-82.

The influx of population from rural areas to towns and cities has lately been a cause for concern to all quarters since it puts all calculations about development programmes to a naught. A thorough renovation and improvement in the socio-economic conditions of the rural masses is badly needed for bringing in a balanced rural urban development.—*Reproduced.*

IYER, S.K. (B.M. College; Mavelikara, Kerala). Village based planning. *Khadi Gramodyog*, 21(3) Dec. 74, p. 172-8.

It seems as though a 'renaissance' is but inevitable in the country's planning. The realisation that a national plan is only a coordination of regional plans which in turn reflect small farming, village and a few smallscale industries as the pillars of the rural economy is a great consolation. Through a realistic approach, the end is not unattainable.—*Reproduced.*

JACOBS, CARRY. Innovative ideas for rural development. *Hindu*, 17 Mar. 1975, p. 6.

POOJARY, SHANKARA K. Economics of rural areas in India. *Modern Review*, 134(5) Nov. 74; p. 346-9.

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SUD, K.N. Total rural development. *Hindustan Times*, 11 Mar. 75, p. 5.

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The topic 'why and where the plans failed' is a relevant point at the present juncture to discuss. The greatest deficiency is that of the lack of trained workers in relevant skills. The idea of establishing a chamber of handicrafts taking up the responsibility of training, certifying, underwriting the loans and last but not of least importance, ploughing back the funds from the beneficiaries in a systematic way is a unique one in many respects.—*Reproduced.*

UPADHYAY, J.N. An Appraisal of MFAL agency. *Economic Times*, 28 Jan. 75, p. 5.

RURAL-URBAN MIGRATION

BHARGAVA, GOPAL. Migrants: challenge to cities, *Economic Times*, 4 Mar. 75, p. 6.

RIEGER, JON H. and ALLEN J. BEE-GIE. The Integration of rural migrants in new settings. *Rural Sociology*, 39(1) Spring 74, p. 42-55.

RITCHEY, P. NEAL. Urban poverty and rural to urban migration. *Rural Sociology*, 39(1) Spring 74, p. 12-27.

SHAW R. PAUL. A Conceptual model of rural-urban transition and reproductive behaviour. *Rural Sociology*, 39(1) Spring 74, p. 70-91.

SAFETY DEVICES AND MEASURES

RATHNAM, S. Arm-chair safety. *Integrated Management*, (98), June 74, p. 35.

SALARIES

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SALARIES—TEACHERS

GARG, KISHORE. Education, pay and politics. *Hindustan Times*, 27 Mar. 75, p. 7.

JOHN, V.V. Before the stir begins: an answer to the salary question. *Times of India*, 3 Jan. 75, p. 6.

SALES TAX

PUROHIT, M.C. Sales tax exemptions in India. *Economic and Political Weekly*, 10(10) 8 Mar. 75, p. 445-52.

The paper analyses the economics of sales tax exemptions and evaluates these exemptions. The exemptions are also examined from the standpoint of equity and administrative expediency. Though the analysis covers all the states, attention is focused on the practice in one state, Maharashtra.—*Reproduced.*

SAMPLING

LEDUC, LAWRENCE, HAROLD CLARKE, JANE JENSON and JON

PAMMETT. A National Sample design. Canadian Journal of Political Science, 7(4) Dec. 74, p. 701-8.

SCHEDULED CASTES AND TRIBES

BRAHME, SULABHA. Scheduled castes and scheduled tribes. Yojana, 19(1) 26 Jan. 75, p. 97-9.

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SARKER, SUBHASH CHANDRA. (Formerly, Director (Pub.) Khadi and Village Industries Commission). Employment of scheduled castes and scheduled tribes in public sector. Khadi Gram-odyog, 21(4) Jan. 75, p. 200-3.

In spite of orders from time to time by the Government of India for reservation of posts for backward classes in the services under the government, the position regarding their representation in all classes except class IV is still lagging behind. This reflected the half-hearted measures taken by us which are often neglected by the equally reluctant departments. A change from within is badly needed and the cherished desire of the Father of the Nation should be fulfilled in action.—*Reproduced.*

SHARMA, GIRDHAR BEHARI. Enforcement of untouchability offences act in India. Political Science Review, 13(1-4) Jan.-Dec. 74, p. 305-26.

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SCIENCE AND GOVERNMENT

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SCIENTIFIC RESEARCH

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With independence also came the enormous problem of telescoping the technological achievements made by the advanced countries into two or three decades. As this called for a massive effort the Government had to take the lead. Hence the chain of 34 National Laboratories and Research Associations spread all over the country which could train our scientists and provide the benefits of R & D to our industries. With the adoption of the Science Policy Resolution in 1958, scientific research received a sense of direction but soon it became clear that the classified hierarchical system of management failed to meet the current demands and challenges. The CSIR has, therefore, been subsequently reorganised with a compact Governing Body.

The research laboratories are now contributing to various facets of the R&D spectrum and the current emphasis

is on mission-oriented research whose impact will be felt by industries engaged in creating wealth.—*Reproduced.*

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NAYAR, D.P. Social justice through educational development. *Yojana*, 19(3) 1 Mar. 75, p. 9-11.

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As a result of gradual increase in expenditure due to growing demands of employees as well as the execution of development works, there is increasing pressure on the finances of local bodies. In Rajasthan, most of the local bodies have deficit budgeting. The state government has, so far, not constituted any Commission to review the fiscal position of local bodies and the contribution of the state to them.

The growing urbanisation pressure on the local bodies and expectations of the populace have increased which calls for a regular review of the rights and

duties of local bodies towards the citizens. Paucity of funds make it impossible to meet the growing demands. The whole structure of fiscal relations between state government and local bodies needs rethinking. The author suggests constitution of a Local Body State Finance Corporation and levying of cities and urban development cess to be collected by the state and distributed to municipalities.

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RAO, P.S. Norms for maintenance function in steel industry, *Lok Udyog*, 8(6) Sept. 74, p. 7-18.

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BOTTOMLEY, ANTHONY. A Neo-classical theory of economic development. *Indian Economic Journal*, 22(1) July-Sept. 74, p. 11-19.

SURPLUS PRODUCTS

CHILDS, DENNIS and MICHAEL KIDRON. Measuring the surplus in

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The key to the potential for agricultural and industrial growth in India is the surplus that is available and actually used for the expansion of the productive apparatus.

This bibliographical essay assumes that it is possible to measure the surplus in India on the basis of currently available material. This optimism has sometimes meant press-ganging weak data to fulfil a task they are not equal to nevertheless, however inaccurate or otherwise misleading to figures, they are no worse than the ones used by planning and policy-making bodies in the country. There is no reason therefore to suspend the attempt to measure the surplus until the data improve. Even inaccurate estimates of certain key components of the surplus could be of great importance in assessing the rapidity and direction (if any) of the development of Indian capitalism.—*Reproduced*.

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For a perennial flow of efficient managerial personnel, the present watertight compartmentality of the educational institutions and industrial establishments is not an answer and therefore should be done away with. A well coordinated effort by both the interests would ease the problem to a considerable extent resulting in smooth management, promising efficient production and last but not least, hopeful and confident enterprising youth.—*Reproduced.*

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TRAINING—SUPERVISORS

ABBASI, M.F. Development of supervisors, *Management Review* (India), 1(3) 74, p. 17-19.

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HARDEV SINGH. ESCAP in Delhi:

when neighbours meet. *Eastern Economist*, 64(12) 21 Mar. 75, p. 683-4.

UNSKILLED LABOUR

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URBANIZATION

CORNELIUS, WAYNE. A. Urbanization and political demand making: political participation among the migrant poor in Latin American cities. *American Political Science Review*, 68(3) Sept. 74, p. 1125-46.

GORE, M.S. Social development and a strategy for urbanization. *Economic and Political Weekly*, 10(4) 25 Jan. 75, p. 110-19.

The population living in urban units with populations larger than 20,000 will double in next 20 years, even assuming that the proportion of the urban population to the total population of the country does not increase very steeply. The chances are that the percentage of the urban population itself may show a substantial rise.

Today 83 per cent of India's urban population, i.e., approximately 90 million people, live in habitats of 20,000 or more population. This number may double in the next 20 years.

The doubling may result partly as a result of continued townward migration of sections of the rural population and partly as a result of the natural increase of the population already resident in the urban areas. The likelihood is that as the proportion of increase due to urban fertility rates decreases, the proportion due to migration will increase.

If the Indian policy is not to totter under the strains generated by urban

unrest, a more positive attitude to the process of urbanization and its role in the developmental strategy is essential. This will have to be reflected in certain overall policy decisions relating to the goals, the extent, the distribution and the social quality of the process of urbanization.

This paper seeks to spell out some of the issues and alternatives that may need consideration in defining an urbanization policy in the context of social development.—*Reproduced.*

KURIEN, C.T. and JOSEF JAMES. Urbanization and economic change: a pre-theoretic investigation of Tamil Nadu. *Economic and Political Weekly*, 10(8) 22 Feb. 75 p. 359-70.

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SRIVASTAVA, R.K. National urbanization policy. *Hindustan Times*, 12 Mar. 75, p. 7.

VILLAGE PANCHAYATS

BHATT, ANIL. (M.S. University of Baroda). Penetration of public authorities in rural India: citizen participation and government response in the case of Kharland reclamation. *Administrative Change*, 2(2) Jan.-June 75, p. 154-78.

This is a case study of a village in Surat District. The study shows how poor, backward and low caste people of a physically isolated small rural community could influence the government to change its rules to solve their problems of the reclamation of the salt-spoiled land for agricultural cultivation, irrigation and drinking water facilities. On the part of the members of the community it meant the involvement of hard physical labour, sustained cooperative effort and continuous contacts with higher levels of administration including the state level. The village people could influence the

Revenue Department to change its rules specifically in their case. The availability of local government/institutions which made speedy and easy communication possible together with the efforts of the elected President of the District Panchayat to influence the district and state level administration on behalf of the village people and the willingness of the District and Taluka Panchayat bodies to share the financial burden facilitated the coordination of different departmental schemes and departments which contributed towards the achievement of favourable government response.

DATTARAY, SUNANDA K. Decaying at the roots: a limited role for the "real India". *Statesman*, 19 Mar. 75, p. 4.

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Panchayati raj institutions are political bodies and, as such, a major concern of the panchayati raj leadership is to get the maximum possible amount of facilities in its own area. Since for most services demand exceeds supply, the decision to allocate services becomes complex, making the existing procedures and criteria governing decisions inadequate. Some kind of strategy has to be adopted so that the largest number of groups can be satisfied. This necessarily calls for a compromise approach in the allocation of facilities and services and generates a kind of obligation or reciprocity pattern.

This study of Maharashtra examines the considerations which determine decision-making in panchayati raj institutions, identifies the strategies used by decision-makers and explores the basis of the influence structure in these institutions.—*Reproduced.*

RAMANA, K.V. (Andhra University, Waltair). Some reflections on community

development and panchayati raj. Voluntary Action, 16(6) Nov.-Dec. 74, p. 5-12+.

The paper attempts to analyse some of the trends in rural development in India with an emphasis on the implications of implementing 'Panchayati Raj' in the context of promoting social development of the masses. Its particular focus is on analysis of the interaction that is taking place between the traditional social structure of the village and the community development programme that is in operation in the last two decades.

SAHU, RAM CHANDRA. Agriculture based economy and panchayatraj. Panchayat Aur Insan, 6(9-10) Dec. 74—Jan. 75, p. 9+.

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VOCATIONAL EDUCATION

GOLDENBERG, THOMAS A. Meeting future employment needs through education, re-education and change. Training and Development Journal, 28(8) Aug. 74, p. 3-8.

VOTING

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Converse and Jerrold G. Rusk and Rejoinder, by Walter Dean Burnham. American Political Science Review, 68(3) Sept. 74, 1002-57.

CHACKO, P.M. Class consciousness and voting behaviour: Mid-term poll in a Marxist Constituency. Social Action, 25(1) Jan.-March 75, p. 68-77.

Analysts of the voting behaviour in Kerala have tended to stress the importance of caste and communal factors in deciding electoral outcomes. This article, which is an analysis of mid-term elections in Chenaka, a Marxist controlled electoral ward in the Palghat Parliamentary constituency, shows that party loyalty based on class consciousness may take precedence over caste and religion even in a rural environment. The CPM could rely on the dependable support of the landless labourers and toddy tappers irrespective of whether they were Ezhavas, Harijans or Muslims.

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WAGE PAYMENT PLANS

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SCHRAN, PETER. Institutional continuity and motivational change: the Chinese industrial wages system, 1950-1973. Asian Survey, 14(11) Nov. 74, p. 1014-32.

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VIMAL, O.P. Meeting shortages through agricultural waste utilisation. *Yojana*, 18(23) Jan. 75, p. 25-6.

WATER UTILISATION—PLANNING

HOLMBERG, STEVAN R. Water utilities: planning for the future today. *Governmental Finance*, 3(4) Nov. 74, p. 210-14.

WATER UTILISATION, RURAL

GAUTAM, SUDHAKAR (Methodist College, Fayetteville). Acute water shortage in rural India. *Khadi Gramodyog*, 21(4) Jan. 75, p. 208-13.

Pure and adequate water supply is not merely an educational problem. It is primarily a problem of providing sufficient resources and making sure that the resources are utilised for providing potable water to the millions of the people living in rural areas. This should be assured at all costs since lack of clean potable water apart from being a denial of basic needs to the poor masses creates health hazards too.—*Reproduced*.

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WEST—ECONOMIC CONDITIONS

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Contents: 1. Problems of controlling inflation; 2. Inflation and the food shortage; 3. Failure of monetary policy.

WOMEN

JAIN, DEVAKI. Women's welfare

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MENON, LAKSHMI N. Participation of women in national development. *Socialist India*, 10(10) 8 Feb. 75, p. 18-20; 10(11) 15 Feb. 75, p. 21+.

WOMEN EMPLOYMENT

GULATI, LEELA. Female work participation: a study of inter-state differences. *Economic and Political Weekly*, 10(1-2) 11 Jan. 75, p. 35-42.

At the highly aggregative level of international comparison, the explanation for differences in female work participation rates appears to lie in certain broad non-economic factors.

This paper examines whether at a less aggregative level of inter-state comparison within India, it is possible to see some relationship between economic and demographic factors—such as per capita income, cropping pattern, literacy level, male work participation rates, proportion of scheduled castes and tribes in the population and the sex ratio—and female work participation.—*Reproduced*.

WOMEN—LEGAL STATUS

ASAF ALI, ARUNA. Status of women in India. *Socialist India*, 10(9) 1 Feb. 75, p. 19-21.

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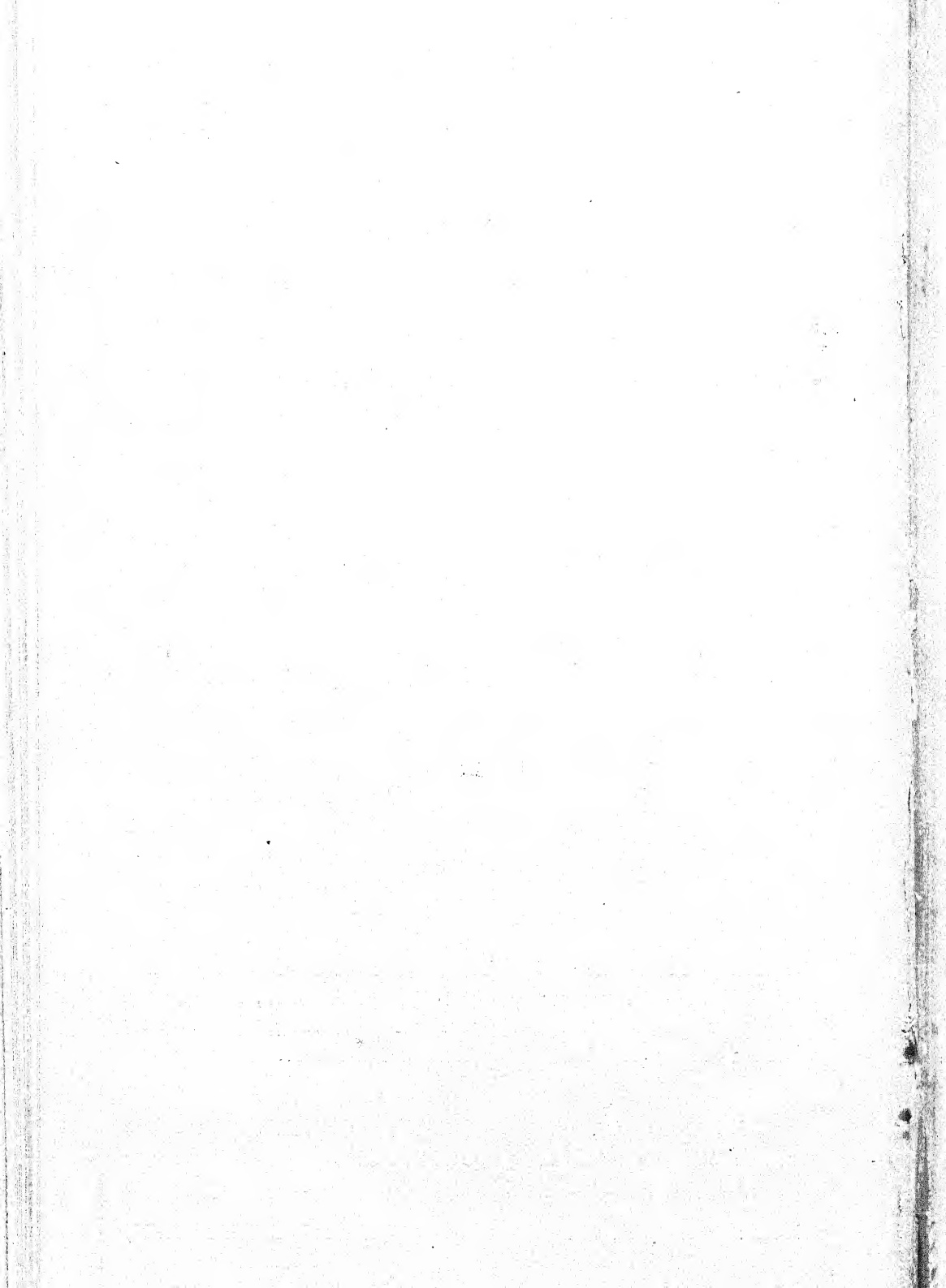
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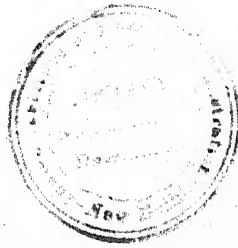
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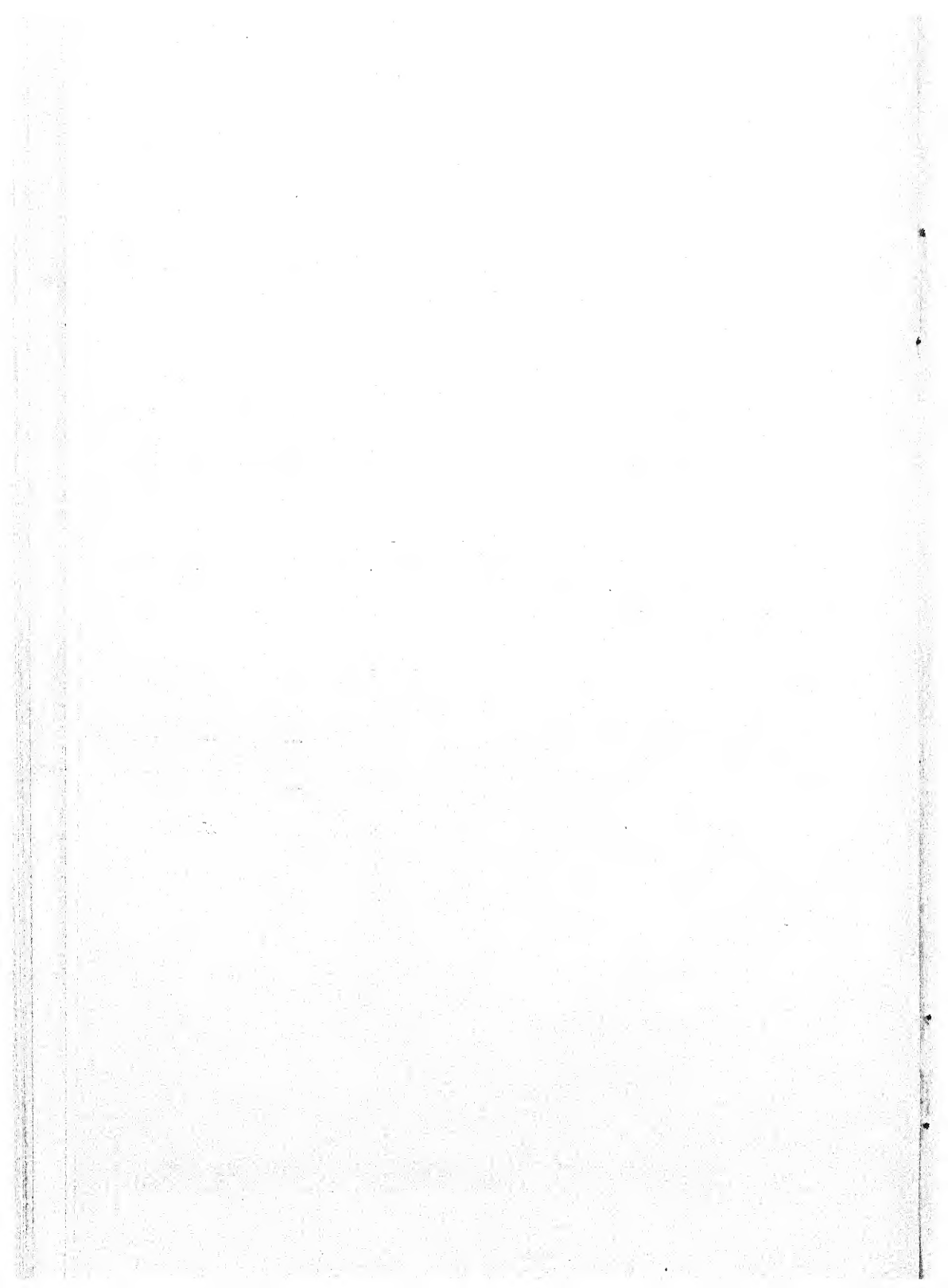
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ABSENTEEISM

BOGAERT, MICHAEL V. D. and N. C. DAS. Absenteeism in a public sector industry: the case of Rourkela Steel Plant. *Social Action*, 25(2) April-June 75, p. 132-44.

In an attempt to identify the more important correlates of absenteeism in a public sector steel plant, this study tests the association of selected in-plant and environmental factors with absentee behaviour. Though some of the conclusions may be thought to be specific to the steel industry, two broad findings are capable of wider application. First, though unpleasant working conditions are related to absenteeism, an important factor is the perception of the worker of both working conditions and the efforts of the management to improve them. Second, environmental factors tend to be relatively more important than in-plant factors in influencing absentee behaviour of the industrial worker.

ACCIDENTS, TRAFFIC

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ADMINISTRATIVE PROCEDURE

GERA, F. C. Rules and regulations. *Hindustan Times*, 17 June 75, p. 7.

A substantial portion of manpower resources of the Government are deployed

on the routine administrative work. There is need to augment and divert them towards developmental tasks of the country. It is necessary to recast all the rules and regulations of the Government, the main purpose being their simplicity and easy workability, even if the enforcement of simpler rules costs a little more money to the exchequer. The Government can appoint a committee of three senior officers, having experience of government administration. This committee can revise all the rules and print them in booklets according to various subjects. These can be printed in large number and circulated to different Ministries through the Central Rules and Regulation Office. This Office will supply correction slips from time to time to all booklet holders. Failure to keep books up to date can be an offence.

ADMINISTRATIVE REORGANIZATION

GROVES, RODERICK T. The Colombian National Front and administrative reform. *Administration and Society*, 6(3) Nov. 74, p. 316-36.

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AGE AND EMPLOYMENT

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AGRICULTURAL DEVELOPMENT

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KOTHARI, SHANTI (Centre of Applied Politics, New Delhi). Directions in agricultural development. *Indian Journal of Public Administration*, 21(1) Jan.-Mar. 75, p. 48-52.

Agriculture has its impact on all institutions, domestic or international. Its infrastructure has assumed prime and fundamental significance in the economy. The author endeavours to put across an overview of agricultural diagnosis and identifies the issues which are basic to the Indian economy as a whole. The most essential thing in planning is to reduce the time lag. A progressive rural structure which includes a network of roads and extension agencies and development of market and credit institutions is suggested. Pan-chayats can assist in several ways. Growth centres can be established to assist the whole process of agricultural modernisation.

AGRICULTURAL EXTENSION

OBIBUAKU, L.O. Education and training in the Nigerian agricultural extension service. *Journal of Administration Overseas*, 14(2) April 75, p. 113-19.

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AGRICULTURAL POLICY

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Contents: A Letter from editor; A Strategy for agriculture, by V. Shankar; Production base strengthened, by Jagjivan Ram; Need for long-term policy, by Amritananda Das.

AGRICULTURAL RESEARCH

BATTLE on the food front: role of agricultural research. *Yojana*, 19(10) 15 June 75, p. 4-37 (complete issue).

Contents: ICAR spearheads farm research, education and extension, by N. K. Anant Rao; G.B. Pant University of Agriculture: birthplace of green revolution, by K. Suryanarayana; Genetics research in the foundation of new farm technology, by S. Sethu Rao; Panjab Agricultural University: mecca of farmers, by N. G. Chaudhry; Agricultural research in Maharashtra, by Avinash R. Godbole; Haryana Agricultural University, by D.P. Singh; Andhra Pradesh Agricultural University: research in new varieties of paddy, oil seed & cotton, by V. K. Sastry; Assam Agricultural University: research operations in North East India, by Pores Chandra Dutta; Bidhan Chandra Krishi Vishwavidyalaya: research, more research, by S.B. Chattopadhyay; The first HYV pepper evolved by Kerala Agricultural University, by C.M. Jacob; Research is a continuous process, by Vasantlal R. Mehta; Has India's agricultural film arrived, by V. Patanjali; Agriculture in Bihar, by M.P. Pandey; Accent on extension education, by B. V. Venkata Rao and T.K.R. Ganapathy.

AGRICULTURAL TAX

BHARGAVA, P. K. (Banaras Hindu University). The Raj Committee report:

a comment on agricultural tax reform proposals in India. Public Finance, 29(2) 74, p. 201-8.

To raise additional resources from the agricultural sector and to ensure equity in taxation, the Government of India appointed the Committee on Taxation of Agricultural Wealth and Income (Raj Committee) under the Chairmanship of Dr. K. N. Raj on 24th February, 1972. The Committee's main recommendation is the introduction of Agricultural Holdings Tax (AHT) in place of land revenue which is expected to ensure equity, revenue elasticity and progressivity in the field of direct taxation of agriculture. However, there are various difficulties in implementing the AHT. The method suggested by the Committee to arrive at the AHT for land holdings is not only complex but will also introduce fresh inequities in the system of agricultural taxation in India. Another important recommendation of the Raj Committee relates to partial integration of agricultural and non-agricultural incomes. From the assessment year 1974-75 (Financial year 1973-74), the agricultural income of an assessee is thus considered to determine the tax rate on his non-agricultural incomes. However, this does not solve the problem altogether as the agricultural income will still remain untaxed and there is need for full integration of agricultural and non-agricultural incomes to achieve equity. The Committee's recommendations regarding wealth tax and the capital gains tax on agricultural land is sound from the equity point of view. The income from livestock breeding, poultry, and dairy farming (as recommended by the Committee) should also be brought within the tax net to check tax evasion and conversion of black money into white—*Reproduced*.

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Contents : 1. A decade of modernisation; 2. Constraints on expansion.

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Contents : In a vacuum; National food policy in the framework of a national food budget, by V.S. Vyas and S.C. Bandyopadhyay; Green revolution and inequality, by P.N. Junankar; Farm efficiency under semi-feudalism: a critique of marginalist theories and some Marxist formulations: a comment, by Ranjit Sau; Agrarian transformation in a district of West Bengal, by Khoda Newaj and Ashok Rudra.

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Contents : Whisky power versus woman power, by Tek Chand; Women's rights incompatible with alcoholism, by Lakshmi N. Menon; The need for a multi-pronged approach, by Sarojini Varadappan; Family counselling for alcoholism, by K. Nischol; Import fruit juices, not wine, by B.N. Gokhale; Alcoholism; impact on the family, by G. Ravindran Nair.

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Political development in a new state poses six-fold crisis : identity, legitimacy, integration, distribution, penetration and participation. Here it has been discussed with reference to two crises in India, penetration and participation. The Governmental programmes must soak to the villages and touch the daily life of the people. Therefore, bureaucracy has to act as "tool of social reconstruction". But the knob of the problem lies in the existence of gap between the world of ruling elite and that of the masses of the people who are still oriented toward the parochial ways.

Inheriting the tradition of British Raj the bureaucracy as yet administers the programmes from the above. This has been stated to be the primary reason why the attitude of the masses towards the programmes and bureaucracy has not undergone any perceptible changes. It is evident from various empirical studies. Again, bureaucrats' attitude stems out of, *inter alia*, occupational status of parents, interest and value they represent and transfer policy. Obviously, conflict between two political cultures—elite and mass—in the bosom of Indian polity renders the implementation of development projects difficult.

This calls for change in ethos and structure of the administration.
—*Author.*

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Bureaucracy is basically a system of organisation and like any other system has got good and bad points. In India it is considered the monopoly of the Government in the form of civil service. But any organisation can have bureaucracy with value specialisation, levels of authority, system of rules and impersonality. The problem with bureaucracy is problem of balance, if not maintained rules gain the upperhand, creativity is stultified and eclipsed and rigidity is preferred to flexibility. The result is bureaucratic redtapism. But bureaucracy as a system is still a valid form of administration provided the lapses and defects associated with it are properly guarded. Today it needs redemption from the age old stigma of synonymity with civil service.

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Bureaucracy is normally associated with the Government, but it is not an uncommon phenomenon in industry. It has a greater chance to thrive in an oligopolistic rather than in a competitive situation. In a competitive organisation the management is forced to communicate more and more with the field staff and the gap between the top and line management is reduced considerably where as in oligopolistic concern subordinates may not be associated with decision-making.

In any type of industrial organisation sometimes managers have to act as bureaucrats for the smooth implementation of their decision. Thus the dominant characteristic of industrial management in both the situations may be

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ROY CHAUDHURY, P.C. Going easy on the gazetteers. Times of India, 1 June 75, p. 9

There is no dearth of money or staff anywhere, but the need is that people in authority should carefully evaluate the work done and the work remains to be done and suggest ways to complete the work before the 1981 Census

operations. These gazetteers have earned the admiration of the scholars in India and abroad which must not be tarnished by bureaucratic incompetence. In 1955, the Central Government launched with great publicity the scheme for rewriting or revising the old imperial and district gazetteers. Crores of rupees was spent. The work was to be completed both in the states and at the Centre before 1971. Census results were published, but only two of the four Central volumes are ready and none of the states except Bihar has completed work on them.

GENERALISTS

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Professor Maheshwari examines the problem of the Specialist and the Generalist from the point of view of developments and trends in India. A measure of ascendancy of the specialist is certain in the very logic of modernisation to which India is committed. Not only will the number of specialists increase but areas of specialisation will also become more diversified. The demands of the specialists are principally two; parity with the IAS in the matter of pay scales and service conditions and, secondly, access to administrative positions at the policy making levels in government. A specialist ought to receive by way of his emoluments as much as, if not more than, a generalist does for the cost of social reproduction of his skills is admittedly high, and, his capacity to build permanent assets for the society is much greater. But the specialists may not be encouraged to migrate on a very large scale to administrative positions in the secretariat. The specialist positions must be made attractive in terms of emoluments, advancement and status. Also necessary is a planned deglamourisation of the secretariat as a result of which the specialists will find the administrative

infrastructure helpful for the practice of their skills in the field and may not be lured to secretariat posts.

The same forces that give rise to various specialisms and impart significance to the specialists' role in society call for the stay of the generalist. No specialism today stands complete in itself in terms of the problems confronting the society; several specialisms require to be integrated and put into a defined relationship in order to fulfil any large-scale tasks. Moreover, the specialist judgements must be evaluated in the larger framework of social, economic, political and administrative considerations. These call for consultation, synthesis, coordination, control—the processes which are the functions of a generalist. Viewed in this way, both the specialist and the generalist have contrasting, nevertheless complementary roles to play in public administration. The author concludes that "both components are essential for successful administration and the part ought to be seen in relation to the whole. It would be idle to expect that the generalist administrator shall wither away".

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GOVERNMENT AND BUSINESS

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NIGAM, RAJ K. The Parameters of mixed economy. *Lok Udyog* 9(2) May 75, p. 3-10.

TATA, J.R.D. Mixed economy: will it survive? *Eastern Economist*, 64(16) 18 Apr. 75, p. 888-92.

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VENKATASUBBIAH, H. The Stop-go policy. *Hindu*, 11 June 75, p. 6.

GOVERNMENT CORPORATIONS

MADAN, B.K. Public share-holding in public sector corporations. *Economic Times*, 6 May 75, p. 5+.

MADAN, B.K. Public share-holding in public sector corporations. *Commerce*, 130(3337) 3 May 75, p. 642+.

There is proposal by the Government to offer a minority share-holding in Public Sector Corporations to private individuals and employees. The objectives of this policy are to widen the avenues of garnering resources for financing the establishment or expansion of some public sector enterprises; steady widening of channels of investment by the middle income groups and employee population having an anti-inflationary potential; to give occasion to the employees to subscribe to the shares and profit sharing as part owners of the enterprise; and a certain possible improvement in the efficiency of the working of the public enterprise through somewhat more effective functioning of accountability.

GOVERNMENT ENTERPRISE

ARORA, R.S. Public sector abroad—role of the public sector in the Peruvian economy. *Lok Udyog*, 8(2) Feb. 75, p. 65-8.

BASAK, AROON K. Management and performance of public enterprises in developing countries: the need for further research. *Lok Udyog*, 9(3) June 75, p. 9-15.

BHANDARI, S.K.R. Role of public sector in the Indian economy. *Indian Journal of Economics*, 55(2) Oct. 74, p. 149-64.

CHATTERJEE, BIBHAS. The Six maladies. *Lok Udyog*, 9(3) June 75, p. 45-7.

CHATTERJEE, PARESHNATH. Aspects of policy audit in public sector. *Lok Udyog*, 8(2) Feb. 75, p. 21-7.

DHAR, M.K. Public sector review. *Hindustan Times*, 28 Apr. 75, p. 7.

DUTT, R.C. Public sector as an agent of social change. *Economic Times*, 21 June 75, p. 5.

In India the foundation for public sector was laid in 1956, with the inauguration of the second plan. Today the public sector covers a wide field with an investment of Rs. 5000 crores by the Central Government alone. The overall aim of our economic activities is best expressed in the Slogan "Garibi Hatao". In addition to growth of production or productivity, the war on poverty has to ensure that the additional benefits go to the weaker sections. In such a redistribution the public sector has both a direct and an indirect role. Both these roles are examined. By occupying commanding heights the public sector places itself in a position to act as an agent for social and economic progress. There is a danger of public sector not playing this role. In that case unfortunately it will simply replace private capitalism with state capitalism.

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Since 1948 expansion of public sector has been very rapid due to the Industrial policy Resolution of the Government

of India. Second Five Year Plan's socialist pattern of economy encouraged state enterprise. The growth of public enterprise is on two sides, nationalising the existing enterprises as Banks, etc, and starting new enterprises as Steel Authority and Fertilizer Corporation, etc. Public sector investments have increased since the First Plan. Second Industrial Policy resolution of 1956 defined clearly the roles of public and private sector. 1973's new industrial policy includes the targets of growth, social justice and self-reliance in the industrial sphere. To achieve this objective all the industries of basic needs and strategic importance and the industries which need large scale investment can be put under public sector. The expansion of public sector in the Fifth Plan have certain objective to achieve, i.e., establishment of socialist pattern of society, under which major decisions regarding production, distribution, consumption & investment should be made for social gains; high rate of economic progress and development; reduction in the inequalities of wealth and income as its profits are for government and private enterprise enrich businessmen; balanced development of all the parts of country by starting industries in backward areas also; rapid economic growth; to achieve the target of the pattern of resource allocation decided under plans; Building up Infrastructure which will provide basic facilities for rapid economic growth. The Development of infrastructure is possible only through government as its benefits go to the society as a whole and not to individuals.

GUPTA, V.K. Public sector's commanding lead. *Mainstream*, 13(35) 3 May 75, p. 13.

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tendency to choose soft options. *Statesman*, 22 May 75, p. 6.

KHOSLA, R.P. Assessing public sector unit. *Economic Times*, 23 May 75, p. 6.

NATIONAL sector: symposium. *Yojana*, 19(8) 15 May 75, p. 28-31.

Contents: It will solve the problem of meagre resources, by Shanti Lal Keshavlal; Not a new concept, by Joyti Sen Gupta; Aim at efficiency and justice under whatever name, by Bharat Ram; Only then the Government will know where the shoe pinches, by Kilachand; Better scrutiny of performance, by M.V. Arunachalam.

THE PUBLIC sector : a *Statesman* supplement. *Statesman*, 19 May 75, 4p. supplement; 20 May 75, 4p. supplement; 27 May 75, 4p. supplement.

Contents: A review of public sector performance; Key role of steel industry, by M.N. Dastur; SICOM's help for developing industry; A project with multiple aims: DVC's extensive power system; The public sector and economic growth; Activities of public undertakings; NIL's giant strides; Biggest steel complex in India, by K.C. Khanna; Striking progress by HCL, by Ranabir Ray Choudhury; Role of the two sectors, by H. Venkatasubbiah; Rourkela's production records, by S.C. Bindhani; Lack of commercial outlook in West Bengal undertakings, by Manojit Mitra; MECON diversities scope of operations; New schemes for Sindri, by R.K. Ghosh; Training for entrepreneurs, by Amitav Mohanty; BCCCL expects rise in production, by R.N. Sharma. LIC's investment for welfare, by P.U. Ojha; Prefabrication in housing, G.B. Singh; Progress of nationalized banks by Ranabir Ray Choudhury; Why with this newsprint crisis? industry's immediate tasks, by N.B. Das Gupta; Towards self-sufficiency in alumina by T. Sanyal; Success of HMT Watch Factory; BEL's allround progress, by C.N. Vijaya.

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Public Sector's credibility for profits has been established. The profit performance in public sector are due to certain organisational, structural and functional improvements. Government has established, the Bureau of Public Enterprises, which studies the basic problems of public undertakings and advices for better performance. Recently Public Enterprises Selection Board has been set up, to select top posts in the Public sector. Its search would not bring regard to routine job work managers, but for such persons who can be reckoned as natural innovators in the field of management in addition of bring such as possessing basic attitude of mind for decision-making and discharging routine managerial functions.

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Article is based on the Address on Jan. 28, 1975 at the Seminar organised by the Forum of Financial Writers, New Delhi. The philosophy of public sector is integral to the development of a country like India. The compulsiveness of a public sector provides the rationale of a mixed economy in the sense of private entrepreneurs cultivating the areas where public investment is neither possible nor desirable. The problem of mixed economy is not only how to keep

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The norms and policies for the performance of public sector in India are yet to be defined. Profits of an organisation are essential for a country's

economic growth. The Corporate gains of public sector can enrich the government exchequer and benefit the employees and the country. There is need to motivate the employees for the effectiveness and dedication in their job. Public sector can generate more employment through better economic development with capital growth and expansion, thus improving per capita income.

Eve yone in the public sector should realise the objectives through the right policies, strategies and targets. The executives should act purposefully and boldly without the hangover of past precedents, images and rulings. It needs a dynamic overall management philosophy suited to the Indian conditions. The manager should aim at improved performance in output, waste reduction, productivity, efficiency, and utilisation of capacity. He should reorient himself to the changed social, psychological and political attitudes.

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COLLINS, DONALD C. A Study of employee resistance to job enrichment. *Personnel Journal*, 54(4) Apr. 75, p. 232-5+.

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SHEPARD, JON M. Job enrichment: some problems with contingency models. *Personnel Journal*, 53(12) Dec. 74, p. 886-9.

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JOB SATISFACTION

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DE, NITISH R. Contents and discontents of work commitment. *Lok Udyog*, 9(1) Apr. 75, p. 23-8.

DIMARCO, NICHOLAS and STEVEN NARTON. Life style, organization structure, congravity and job satisfaction. *Personnel Psychology*, 27(4) Winter 74, p. 581-91.

GULLETT, C. RAY and ROBERT REISEN. Behaviour modification: a contingency approach to employee performance. *Personnel Journal*, 54(4) Apr. 75, p. 206-11.

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TATE, C. NEAL. Paths to the bench in Britain: a quasi-experimental study of the recruitment of a judicial elite. *Western Political Quarterly*, 28(1) Mar. 75, p. 108-29.

JUDICIAL DECISIONS

GREEN, JUSTIN J. Judicial policy-making, 1973-74. *Western Political Quarterly*, 28(1) Mar. 75, p. 167-92.

JUVENILE DELINQUENCY

AMATI, B.H. Juvenile delinquency: a sociological survey. *Social Welfare*, 22(1) Apr. 75, p. 35-6+.

KAYASTHAS

CARROLL, LUCY. Origins of the Kayastha temperance movement. *Indian Economic and Social History Review*, 11(4) Dec. 74, p. 432-47.

LABOUR

GUPTA, R.B. Labour force life tables for India, 1961 and 1971. *Artha Vijnana*, 16(4) Dec. 74, p. 399-418.

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Contents: A larger commitment, by P.N. Haksar; Workers' say in decision-making, by V.K. Chanana; Why are our farm workers the least organised and the most exploited? by D. Bandyopadhyay; Is there recession in farm manpower, by N.P. Singh; Women workers in a changing economy, by Vina Mazumdar; Women labour; Uniform discrimination, by Prabha Rai; We need

a national labour policy, by M.A.M. Rao; Accidents don't happen, they are caused, by G.R. Chainani; Problems of young workers; A university for labour studies, by Nitish R. De; Spiralling growth of world labour force.

LABOUR PRODUCTIVITY

MEHER, M.R. Difficulties in linking wages with productivity. *Capital*, 174 (4366) 5 June 75, p. 810-11.

GEARE, A.J. Productivity bargaining: potential returns to New Zealand. *New Zealand Journal of Public Administration*, 37(1) Sept. 74, p. 15-26.

OOMMEN, M.A. Labour productivity and wage-price policy. *Eastern Economist*, 64(19) 9 May 75, p. 1038-43.

PAI, T.A. Productivity—a total concept. *Lok Udyog*, 8(12) Mar. 75, p. 55-7.

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BELL, J.D.M. The Development of industrial relations in nationalised industries in postwar Britain. *British Journal of Industrial Relations*, 8(1) Mar. 75, p. 1-13.

JOSHI, KULDIP. A Scheme for better industrial relations. *Economic Times*, 6 June 75, p.5+; 7 June 75, p. 5+.

Contents: 1. A scheme for better industrial relations; 2. Trade union reforms.

LABOUR SUPPLY

FALLON, P.R. International comparisons of the effect of sectoral growth on the demand for educated labour relative to less-educated labour. *Manpower Journal*, 10(3) Oct.-Dec. 74, p. 16-45.

LABOUR UNIONS

FRYER, R.H., A.J. FAIRCLUGH and

T.B. MANSON. Democracy in the trade unions. *Personnel Management*, 7(4) Apr. 75, p. 20-3+.

JAIN, S.K. Role of trade unions in public sector enterprises. *Lok Udyog*, 8(7-8) Oct.-Nov. 74, p. 27-30.

JOHNSON, PAUL. A Brotherhood of national misery. *Hindu*, 26 May 75, p. 6; 27 May 75, p. 6; 28 May 75, p. 6.

Contents: 1. A brotherhood of national misery; 2. A bankrupt industrial slum; 3. Wage inflation, worst kind of rat race.

MOOKHERJEE, S. Professionalising T.U. leaders. *Economic Times*, 28 May 75, p. 5.

LAND—RECLAMATION

MEHTA, KISAN. Reclamation and urban development in Bombay. *Civic Affairs*, 22(8) Mar. 75, p. 23-5.

LAND SETTLEMENT

ROBERTSON, A.F. A New kind of Malaysian? a sociological view of the Federal Land Development Authority. *Journal of Administration Overseas*, 14(1) Jan. 75, p. 30-8.

LAND TENURE

ADIE, ROBERT F. Land and politics in Mexico. *Canadian Journal of Political Science*, 8(2) June 75, p. 299-305.

—A Rejoinder, by Judith Adler Hellman and Liesa North, p. 305-7.

BANDYOPADHYAY, Nripendranath (Centre for Studies in Social Sciences, Calcutta). Land reform and sharecropping: West Bengal. *Mainstream*, 13(37) 17 May 75, p. 9-10.

Based on historical analysis the author attempts to indicate the dimensions

of the problems of sharecropping tendency in West Bengal. It is admitted that the State of West Bengal does not have enough land to solve the problem of settling all landless, semilandless agriculturists and small owner farmers. The rural labour force is having difficult time due to the increasing industrial growth in the state. It has created an adverse land-man-ratio in rural sector. The problem can be solved by achieving higher productive scientific cultivation through cooperative cultivation and state aid. To create an atmosphere for such an enterprise by the rural poor certain steps are to be followed such as immediate land settlement operation with idea of recording all the share croppers; extension of irrigation facilities to non-irrigated areas accounting for the over whelming percentage of agricultural labourers; rigorous elimination of all non-cultivating interest; creation of intensive area development institutions of cooperative nature, providing cash and material inputs to sharecroppers on the basis of expected crop returns.

CHARYULU, U.V.N. (National Institute of Community Development, Hyderabad). Some aspects of agrarian reforms in Jammu and Kashmir. Community Development and Panchayati Raj Digest, 6(4) Apr. 75, p. 190-6.

The article briefly describes the agrarian reforms introduced in the state of Jammu and Kashmir during the last 25 years with particular reference to the abolition of intermediaries and the fixation of ceilings on agricultural holdings.

KULKARNI, S.D. Legal magic: owners become tenants. Economic Times, 24 June 75, p.7.

MISRA, SHRIDHAR (University of Lucknow). Land reforms and the structure of holdings in U.P. Indian Journal of Economics, 44(4) Apr. 74, p. 477-59.

In U.P. most of the population depends on agriculture, which has resul-

ted in smaller holdings and unevenness in the distribution of land. Zamindari abolition has increased the number of small-holdings. Abnormal land values have encouraged the cultivators to sell certain portion of land for cash requirements. This land is used for commercial purposes or sold again on profit. It is suggested that only those people should be given land whose main occupation is agriculture.

Certain statistical tables are provided in the article for agricultural holdings and distribution of holdings in different areas of U.P.

NAUTIYAL, K.D. (Planning Department, Uttar Pradesh) and V.S. SINGH (State Planning Institute, Lucknow). Land reforms in U.P. Kurukshetra, 23(17) 1 June 75, p. 11-12.

In the field of land reforms, after Independence, state governments took certain measures such as abolition of intermediaries or rent receiving tenures, and the reforms of tenancy including regulation and reduction of rent and security of tenures. However, being a state subject, no all-India policy could be evolved. The important legislations introduced in Uttar Pradesh are (i) the U.P. Zamindari Abolition and Land Reforms Act, 1950, (ii) the U.P. Consolidation of Holdings Act, 1954 and (iii) the U.P. Imposition of Ceiling on Land Holdings Act, 1960. As a result of these measures a good proportion of surplus land has been distributed to the landless labourers.

A land distribution policy, the author feels, should take factors into consideration which are affecting the economy. Land productivity should not decline. Distribution of land should be followed by package of practices, viz., provision of fertilisers, irrigation, technological development suitable to the small holdings, etc. Size of holding should also be determined from an

economic point of view. There should be a limit beyond which no further division is allowed. Secondly, there is no one department responsible for the successful implementation of land reforms measures. Setting up of a department to implement and coordinate reform measures is essential. A close supervision and guidance of new cultivators is also necessary. Lastly, keeping in view that the land is limited and the diversification of rural economy is necessary, rural industries should be developed and there should be commercial use of the land.

PRASAD, PRADHAN H. Agrarian unrest and economic change in rural Bihar: three case studies. *Economic and Political Weekly*, 10(24) 14 June 75, p. 931-7.

Agrarian unrest is one of the most potent motive forces of social and economic change in predominantly rural societies, such as ours. Sometimes the changes are brought about by the positive force of the agrarian movement itself. In some other situations, the changes are the result of the influence of classes which are not directly involved in the movement. In yet other conditions, the changes are due to the response of the ruling classes in the form of a combination of repression and reform.

The present study attempts to analyse the impact of agrarian unrest in some parts of Bihar. The areas studied are Musahari in Muzaffarpur district, Turkaulia in Champaran district and Tundi in Dhanbad district.—*Reproduced*.

RAO, M.L. KANTHA. Resource mobilisation in Andhra through land revenue. *Economic Times*, 5 June 75, p. 5+.

VENKATASWAMI, T.S. Land reforms in Tamil Nadu: an assessment of result. *Economic Times*, 14 May, 75, p. 5+.

LAND USE, URBAN

FORDHAM, R.C. Urban land use change in the United Kingdom during the second half of the Twentieth Century. *Urban Studies*, 12(1) Feb. 75, p. 71-84.

LAW ENFORCEMENT

KRISHNAMURTHI, N. Law and order. *Indian Police Journal*, 21(4) Apr.-June 75, p. 13-16.

LEADERSHIP

BURKE, PETER J. Participation and leadership in small group. *American Sociological Review*, 39(6) Dec. 74, p. 832-43.

JAIDEEP SINGH (Indian Institute of Public Administration, New Delhi). Consynadic Leadership: an introduction Interdiscipline, 11(3) Summer 74, p. 23-76.

The article is devoted to portraying the self-actualizing life orientation and synergic style of functioning that human beings should internalise and use so as to accelerate their own development and that of the society in which they live and work. More specifically, the concept of Consynadic Leadership is aimed at:

(a) Increasing the economic output of individuals, organisations and societies by two to ten or twenty or more times above the prevailing level;

(b) Increasing the psychonomic output, i.e., psychological health, human spirit and morale—by an equal degree.—*Reproduced*.

MACHADO, K.G. From traditional faction to machine: changing patterns of political leadership and organization in the rural Philippines. *Journal of Asian Studies*, 33(4) Aug. 74, p. 523-47.

ROY, BIMKER. Qualities for leadership. *Hindustan Times*, 31 May 75, p. 9.

LEGAL AID

CHAUDHARY, PAWAN. Legal aid to workers. *Socialist India*, 10(20) 19 Apr. 75, p. 19.

LEGISLATION

FOSTER, ELIZABETH READ. Petitions and the petition of right. *Journal of British Studies*. 14(1) Nov. 74, p. 21-45.

HERMAN, VALENTINE. 'What governments say and what governments do: an analysis of post-war Queen's speeches.' *Parliamentary Affairs*, 28(1) Winter 74-75, p. 22-30.

LEGISLATIVE COMMITTEES

MACLEOD, ALEX. The Reform of the Standing Committees of the Quebec National Assembly: a preliminary assessment. *Canadian Journal of Political Science*, 8(1) Mar. 75, p. 22-39.

MYERS, P. The Select Committee on Scottish Affairs. *Parliamentary Affairs*, 27(4) Autumn 74, p. 359-70.

PATTABHIRAM, M. Status and functions of PAC. *Hindu*, 23 May 75, p. 6.

SILKIN, ARTHUR. The Expenditure Committee: a new development? *Public Administration (U.K.)* 53, Spring 73, p. 45-66.

LEGISLATIVE OFFICERS

SASTRY, SIVA DHARMA. Speaker and general elections. *Modern Review*, 137(3) Mar. 75, p. 212-16.

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ASSOCIATION OF SECRETARIES—GENERAL OF PARLIAMENTS.

Parliamentary libraries. *Constitutional and Parliamentary Information* (97) 1st Quarterly 74, p. 3-28 (complete issue).

LEGISLATORS

BHAWANI SINGH. Independents in the Indian Parliament; the guerrillas of politics; decline of a species. *Journal of the Society for Study of State Governments*, 8(1) Jan.-Mar. 75, p. 1-10.

PARTAP SINGH. Social background of Haryana MLAs: an empirical study. *Journal of Constitutional and Parliamentary Studies*, 8(3) July-Sept. 74, p. 345-9.

LEGISLATURES

MALHOTRA, INDER. Parliament's declining role; some avoidable pitfalls. *Times of India*, 16 May 75, p. 8.

SABAPATHY, N. A Second chamber in Indian state legislature. *Modern Review*, 137(3) Mar. 75, p. 179-83.

WHEATER, STANLEY. Parliamentary rhetoric; the American Congress and the house of Commons Compared. *Parliamentary Affairs*, 28(1) Winter 74-75, p. 8-21.

LEISURE

PARKER STANLEY. The Sociology of leisure: progress and problems. *British Journal of Sociology*, 26(1) Mar. 75, p. 91-101.

LETTER WRITING, POLITICAL

ROBERTS, NIGEL S. Political letter writing and petition signing in New Zealand: a preliminary report. *New Zealand Journal of Public Administration*, 37(1) Sept. 74, p. 35-42.

LIFE INSURANCE CORPORATION OF INDIA

LIC: A Slumbering giant? *States*, 6(13-14) 26 Apr.-10 May 75, p. 6-14.

Contents: A slumbering giant? by V.A. Pai Panadiher; Objectives and achievements, by K. R. Puri; Decentralizing the LIC, by Subramanian Swamy; Countering the stagflation, by N.K. Somani.

PURI, K. R. Life insurance as public sector enterprise. *Lok Udyog*, 9(3) June 75, p. S-1 S-10.

LIQUIDITY, INTERNATIONAL

OJO, OLADEJI and AKIN, OGUNPOLA. International liquidity and the developing countries. *Quarterly Journal of Administration*, 8(3) Apr. 74, p. 251-60.

LOCAL GOVERNMENT

AJIBOLA, W.A. and T.A. OYEJIDE. Local government system in Western Nigeria: a comparative evaluation performance under Civilian and Military regimes. *Indian Journal of Political Science*, 36(2) Apr.-June 75, p. 123-36.

BAKER, R.J.S. Systems theory and local government. *Local Government Studies (New Series)* 1(1) Jan. 75, p. 21-35.

EARLY, BARRY. Local government reorganisation in Denmark: Some comparisons with Ireland. *Administration*, 22(2) Summer 74, p. 128-40.

GOULD, HAROLD A. The Emergence of modern Indian politics: political development in Faizabad part II: 1935 to independence. *Journal of Commonwealth and Comparative Politics*, 12(2) July 74, p. 157-88.

GREENLEAF, W.H. Toulmin Smith and the British political tradition. *Public Administration (U.K.)*, 53, Spring 75, p. 25-44.

GREENWOOD, ROYSTON, C.R. HININGS AND STEWART RANSON. Contingency theory and the organization

of local authorities. Part 1: differentiation and integration. *Public Administration (U.K.)*, 53, Spring 75, p. 1-23.

RAJADHYAKSHA, N.D. (All-India Institute of Local Self-Government, Bombay). The Role of deliberative wing: need for corporate approach. *Quarterly Journal of the Local Self-Government Institute*, 45(3) Jan.-Mar. 75, p. 393-8.

The traditional departmental attitude towards the local government should be replaced by corporate outlook: The traditional dichotomous role in civic management; *i.e.*, policy making being the exclusive function of the elected representatives and carrying on administration being the exclusive business of the administrators or officials, strikes at the very root of this corporate approach which is so very vital to the development of the proper management system in local government. The deliberative wing and executive wing should be present at every stage of management process. Further, the democratic form of corporation, the committee system and the rigid hierarchical structure of the services have no doubt some strong points, but in many ways they are not geared to the modern complex of managing millions of people and crores of rupees worth assets and services. The city of today requires the organisation-structure, the planning system and management methods commensurate to this gigantic task referred to above. To approach the problem of deliberative wing from the age-old angle of master-servant mentality would be like searching in a dark-room a black cat which is not there.—*Reproduced.*

SINGH, PAUL. Problems of local government reform in small state: the case of Barbados. *Journal of Administration Overseas*, 14(2) Apr. 75, p. 105-12.

STUBBINGS, J. J. Integrated rural development in Pakistan: administrative

and organisational framework: central and local government, *Journal of Administration Overseas*, 14(2) Apr. 75, p. 91-104.

LOCAL GOVERNMENT—LEGISLATION

KEATING, MICHAEL. The Scottish Local Government Bill. *Local Government Studies (New Series)*, 1(1) Jan. 75, p. 49-61.

LOCAL TRANSPORTATION

KHAN, R.R. Redesigning Bombay's transport system. *Economic Times*, 20 May 75, p. 5.

MEW, C. F. Local government's role in public transport. *Work Study and Management Services*, 19(3) Mar. 75, p. 96-8.

SHETTY, P. S. Planning bus routes; special reference to Delhi. *Economic Times*, 4 June 75, p. 5+.

The Public transportation system consisting of both the suburban railways and public bus transport caters to the highest percentage of vehicular trips made in major Indian cities. A survey indicates that the position of mass transportation in Delhi is quite weak due to the lack of proper suburban railways and the burden is on public bus transport. In the efficient functioning of public bus transport system proper planning of bus routes is essential and when planning the new devices follow up actions become necessary to overcome the deficiencies found in evaluating the success or failure of the system.

In 1974, Delhi Transport Corporation (DTC) followed a new route system known as Green Line Service and Mudrika Seva (circular route), mostly along the Ring Road and some feeder routes were also introduced. The system of Green Line and Ring routes is 'direction

oriented' instead of 'destination oriented' and it is claimed that these routes are highly successful as judged from the number of passengers it carries and the revenue collected. But these factors exclude the total cost of the passenger service to the community and convenience and comfort to the travelling public. These routes are helpful to those who take buses from the starting points only. The waiting passengers condition on routes is no better than before. There is need for proper setting of terminals and the provision of sufficient passenger amenities. It would help public if some 'non stop' express bus service is introduced from peripheral nodes to the Central nodes during morning and evening peak hours. From the starting point they can have only sitting capacity and can accommodate passengers boarding bus at the intermediary stops. This will avoid the excessive loading of buses also.

LOTTERIES

BROOKS, JAMES. State lotteries: profits and problems. *State Government*, 48(1) Winter 75, p. 23-31.

LUNCHROOMS AND CAFETERIAS, EMPLOYEES

OHRI, R.K. Canteen facilities for policemen. *Indian Police Journal*, 21(3) Jan.-Mar. 75, p. 37-9.

MADRAS (CITY)

LEWANDOWSKI, SUSAN J. (Armherest College). Urban growth and municipal development in the colonial city of Madras, 1860-1900. *Journal of Asian Studies*, 34(2) Feb. 75, p. 341-60.

This article set out initially to determine what was specifically colonial about the growth of Madras. The commercial, administrative and service sectors of the economy were developed at the expense of industrial sector. The

occupational structure of the city did not change in the period from 1860 to 1900 and population growth was gradual as government did not encourage the city's industrial expansion whereas in Bombay and Calcutta migrants responded to new openings in industry, and the migration of single males altered the character of these presidency cities, Madras continued to attract a large number of female migrants who sought employment in the service sector, and hence the Madras born and migrant populations were similar in composition. The segmentary urban form of Madras was also a by-product of colonial influence, for the British controlled settlement patterns and determined where different occupational groups would reside. They also segregated themselves in low density garden suburbs which were preferentially provided with urban facilities. In the sectors of indigenous settlement population densities were high, and urban expansion took place horizontally rather than vertically, as was the case in Bombay and Calcutta. In Madras urban problems stemmed not from Chronic congestion, as in the older interior residential areas, but from the types of village occupations carried out in the urban environment. It was only towards the turn of the century that transport was introduced to link the outlying districts with the urban core, and a few small-scale industrial concerns began to locate outside the city's business and commercial centre, thus encouraging the movement of people from old residential to new areas of settlement.

The outward expansion of Madras was a result of a new municipal awareness of the need to develop urban facilities. Metropolitan concern for urban health and sanitation, stemming from problems arising in England's Victorian cities, but it was also a direct outcome of an everrising death rate, and even-present epidemic and endemic disease in Madras city. Attempts made by the Municipality to cope with urban pro-

blems were rather uneven, partially due to the elite nature of municipal government in 19th century Madras, lack of technological capability and being Madras not a wealthy city and its tax structure could not support large scale urban projects. Important reasons for slow development of civic-amenities was that Madras lacked the spatial cohesion of the other colonial cities of India.

From the middle of the 18th century, the growth of garden estate suburbs resulted in a large portion of the tax payers' money being used for the construction of roads and other facilities to cater to the needs of the city's colonial rulers, who were initially responsible for dictating the spatial configuration of the city of Madras.

MALAYSIA

MILNE, R. S. Malaysia and Singapore in 1974. *Asian Survey*, 15(2) Feb. 75, p. 166-73.

MANAGEMENT

CARTER, RICHARD DUANE. Management of conflict and change-8. *Indian Administrative and Management Review*, 7(1) Jan.-Mar. 75, p. 21-7.

PHILLIPS, MICHAEL. Management in the Briarpatch: an alternative to "the system": an interview by Kristin Anundsen. *Management Review (U.S.A.)* 64(2) Feb. 75, p. 24-30.

RANGNEKAR, SHARU S. Thirty two rules for effective management. *Lok Udyog*, 8(12) Mar. 75, p. 39-41.

REDDIN, W.J. Managerial effectiveness in the 1980's. *New Zealand Journal of Public Administration*, 37(1) Sept. 74, p. 43-53.

STEWART, JOHN R. D. Change: threat or promise? *Work Study and*

Management services. 18(12) Dec. 74, p. 614-17.

WRIXON, JAMES R. Backwards to management. *Personnel Journal*, 53(12) Dec. 74, p. 881-5.

MANAGEMENT—STUDY AND TEACHING

HORN, C.A. The Golden age of English management. *Work Study and Management Services*, 19(2) Feb. 75, p. 64-7.

MEHER, M. R. Reorienting the techniques of management education. *Capital*, 174(4364) 22 May 75, p. 750.

NIGAM, RAJ K. Management education and national needs. *Lok Udyog*, 8(2) Feb. 75, p. 5-7.

RAM, N.V.R. Management education: impending issues. *Eastern Economist*, 64(25) 20 June 75, p. 1301-3.

MANAGEMENT AUDITING

BHANDARI, S.K.R. and A.S. ABANI. Management audit with reference to Indian public enterprises. *Lok Udyog*, 9(3) June 75, p. 27-44.

MANAGEMENT BY OBJECTIVES

FAY, PETER P. and DAVID N. BEACH. Management by objectives evaluated. *Personnel Journal*, 53(10) Oct. 74, p. 767-9+.

MORRISEY, GEORGE L. Without control, MBO is a waste of time. *Management Review (U.S.A.)* 64(2) Feb. 75, p. 11-17.

PEACH, LEN. Personnel management by objectives. *Personnel Management*, 7(3) Mar. 75, p. 20-3+.

SHETTY, Y.K. and HOWARD M. CARLISLE. A Study of management by objectives in a professional organization.

Journal of Management Studies, 12(1) Feb. 75, p. 1-11.

MANAGEMENT CONSULTANTS

DUKES, CARLTON W. The Role of time-sharing consulting services for personnel. *Personnel Journal*, 54(3) Mar. 75, p. 142-5.

NATARAJAN, R. Indian needs management consultancy: consultancy needs Indianisation. *Integrated Management* (99-107) July 74-Mar. 75, p. 5-6.

MANUFACTURES

SHARPSTON, MICHAEL J. The Political economy of manufactured exports from developing countries. *Finance and Development*, 11(4) Dec. 74, p. 32-4.

MARKETS

ROTLAT, HOWARD J. Social organisation and development in an Iranian provincial bazaar. *Economic Development and Cultural Change*, 23(2) Jan. 75, p. 292-305.

MARRIED WOMEN—EMPLOYMENT

GRAMM, WENDY L. Household utility maximization and the working wife. *American Economic Review*, 65(1) Apr. 75, p. 90-100.

MATERIALS MANAGEMENT

PANDE, G. B. Contemporary approach in the Materials management. *Lok Udyog*, 8(7-8) Oct.-Nov. 74, p. 33-7.

MEDICAL SERVICE

CHIRAYATH, JOHN THOMAS and K.P. SATYADAS. Coop. rural dispensaries. *Economic Times*, 11 May 75, p. 8.

ISMAIL, RAZIA. Poor planning cripples our rural health services. *Indian Express*, 6 Apr. 75, p. 7.

TATCHELL, P. M. An Economic analysis of hospital costs in New Zealand. *New Zealand Journal of Public Administration*, 37(1) Sept. 74, p. 55-66.

METROPOLITAN GOVERNMENT

HININGS, C. R., P. R. S. RANSON and ROYSTON GREENWOOD. The Organisation of metropolitan government: the impact of 'Bains'. *Local Government Studies*, (9) Oct. 74, p. 47-54.

METROPOLITAN PLANNING

BISWAS, KALYAN (Dy. Secretary Ministry of Works and Housing, New Delhi). Relating metropolitan planning to development: the case of CMPO and CMDA. *Management in Government*, 6(3) Oct.-Dec. 74, p. 284-93.

This article sets out the ideal relationship that should exist between metropolitan planning and development agencies, *e.g.*, in the case of CMPO and CMDA.

During the President's rule in West Bengal in May, 1970, the Government of India initiated a massive urban development programme consisting various schemes, with an outlay of Rs. 1.50 crores for the revised Fourth Plan period of 1969-74. This necessitated the creation of an executive agency *i.e.*, the Calcutta Metropolitan Development Authority which started functioning from October, 1970, while the Calcutta Metropolitan Planning Organisation (CMPO) was already in existence since 1961.

While CMPO is primarily a long term planning body, the statutory functions assigned to CMDA include short term planning, evaluation of works in progress, financial planning and accounting, execution, etc. The CMPO is primarily concerned with "spatially

intergated planning" as distinguished from individual project planning, which is the responsibility of the CMDA.

There is a dearth of consulting experience in the field of multifaceted urban projects. It would be feasible to develop a working arrangement, whereby the CMPO, CMDA and consulting firms, could co-operate even while continuing to function within their allotted spheres. This inter-relationships is duly protected under the CMDA Act, as the Government of West Bengal approves the schemes taken up by CMDA for execution in consultation with CMPO.

Planning functions are long range and radical, but operational and development objects are short range. Hence, the "merger" of CMPO and CMDA is not desirable.

KUNTE, P.K. (Minister of State for Urban Development, New Townships and Housing, Maharashtra). Bombay Metropolitan Regional Development Authority. *Civic Affairs*, 22(8) Mar. 75, p. 19-21.

The Maharashtra Government enacted a Bill in Dec. 1974 for setting up the Bombay Metropolitan Regional Development Authority. The Bill provides a four tier body consisting of the Authority itself, the standing committee and the functional boards. The Authority will consist of 44 members and adequate representation has been given to legislators, Corporation, Municipal Councils in the region and also to the Panchayat Samities.

The Authority includes the area of about 3965 sq. Km. under its jurisdiction. The main functions of the authority will be, formation of projects or schemes for development of urban renewal of the metropolitan region; co-ordination and execution of projects or schemes for development of any area

within the metropolitan region; provision of the execution of the projects or schemes for the development of any areas within the metropolitan region; and financing and execution of projects or schemes for the development of the metropolitan region which the Authority may, with the previous approval of the State Government, undertake.

The Legislation while making the Authority more representative of the people, also assures adequate technical assistance, funds, cuts down red-tapism and makes the Authority supreme in matters of development—*Author*.

SEN, B. N. (Minister, P.W.D. West Bengal). Calcutta metropolitan development: a glimpse. *Civic Affairs*. 22(9) Apr. 75, p. 9-13.

Excerpts from budget speech in the West Bengal Legislative Assembly.

MINERALS & METALS TRADING CORPORATION

MMTC's development role. *Lok Udyog*, 9(1) April 75, S-7p. facing p. 62.

MINING

RAMACHANDRAN, S. Glimpses of mineral industry in world trade. *Lok Udyog*, 8(12) Mar. 75, p. 59-61.

MIZORAM

DUBEY, SUMAN. Anguish in Mizoram. *Indian Express*, 23 June 75, p. 6.

MONETARY POLICY

LEVIN, JAY H. Monetary policy and the crawling peg. *Economic Journal*, 85(337) Mar. 75, p. 20-32.

MONEY

AMBIRAJAN, S. Economic ideas and the foundations of the Indian currency

system. *Indian Economic and Social History Review*, 11(4) Dec. 74, p. 448-71.

MONEY—DEVALUATION

SHAH, NAROTTAM. What is the value of our rupee? *Commerce*, 130(3339) 17 May 75, p. 751+.

MONOPOLIES

SHANNON, D.S. and MAHENDRA S. KANTHI. A Transition to monopoly. *Indian Journal of Economics*, 44(3) Jan. 74, p. 275-83.

MOTIVATION

JHA, S. Man motivation: a behavioural approach. *Management Accountant*, 10(5) May 75, p. 309-12.

KESSELMAN, GERALD A., EILEEN L. HAGEN and ROBERT J. WHERRY, Sr. A Factor analytic test of the porter-lawler expectancy model of work motivation. *Personnel Psychology*, 27(4) Winter 74, p. 569-79.

MANKOFF, ALBERT W. Values—not attitudes—are the real key to motivation. *Management Review*, 63(12) Dec. 74, p. 23-9.

MOTOR TRANSPORTATION

GOPALAN, V.K. State transport undertakings: improvement of performance through management techniques. *Economic Times*, 29 May 75, p. 5+.

The two-fold objective of this article is to focus the attention of the authorities on the need for a Systematic Diagnostic Approach of the operational problems for identification of areas with scope and potentials for effecting cost reduction and economy measures, and to recommend deployment of suitable techniques of Industrial Engineering and Management to achieve the objective of cost reduction and generation of savings.

MOTOR VEHICLES INDUSTRY AND TRADE

ECONOMIC TIMES. RESEARCH BUREAU. Automobile industry, 1973-74: production fall halts recovery. *Economic Times*, 12 May 75, p. 5+.

UMMAT, R.C. Automotive industries; constraints on growth. *Eastern Economist*, 64(19) 9 May 75, p. 1031-5.

MOVING PICTURES—CENSORSHIP

PHELPS, GAY. The Role and problem of local government film censorship. *Local Government Studies*, (9) Oct. 74, p. 11-20.

WISTRICH, ENID. Censorship and the local authority. *Local Government Studies*, (9) Oct. 74, p. 1-9.

MULTILINGUALISM

HOUGHTON, CATTERINE. The Language factor in peaceful national development. *Interdiscipline*, 11(3) Summer 74, p. 1-21.

MUNICIPAL FINANCE

JOHNSON, J.A. The Municipal quest for additional revenues: implications for urban growth and urban government in Canada. *Local Government Studies* (New series), 1(1) Jan. 75, p. 63-75.

MUNICIPAL GOVERNMENT

ASHIRWAD, N. Evolution of municipal government in Anakapalle. *Journal of the Society for study of State Governments*, 8(1) Jan.-Mar. 75, p. 40-6.

DAVIES, MORTON R. (University of Liverpool) The Representative's role in Indian municipal bodies. *Indian Journal of Public Administration*, 21(1) Jan.-Mar. 75, p. 74-84.

A comparative outline of the political and administrative processes of

municipalities in India and Britain is briefly presented. Using municipal politics in Uttar Pradesh, an attempt is made to indicate how the system and its environment have interacted to influence the performance of specific roles within that system. The basic legal framework for municipal politics in Uttar Pradesh is described. There are five municipal corporations in U.P. Due to scarce financial resources these corporations are unable to meet the total demand for even the most immediate civic needs. Therefore the councillor has to voice the demands of his constituents and compete on their behalf for the available resources. The powers of the elected representatives are severely limited by the financial and legal powers of the state government, and by the administrative and other allegiances of the administrators. Though the councillor is still concerned with the allocation of priorities, the focus of his activity has moved from the policy making arena, to a concern with administrative discretion and the administration of policy decisions.

LAMBA, P S. (Kurukshetra University). Evolution of municipal Government in Punjab: 1. *Quarterly Journal of the Local Self-Government Institute*, 45(3) Jan.-Mar. 75, p. 419-36.

The term "Punjab" refers to undivided Punjab.

The Author traces here, in brief, the growth and development of municipal government in Punjab up to the modern times. Although local government in the sense of carrying on local administration by the local people themselves did exist in various forms in the different parts of the country, particularly in Punjab in ancient age, there was no municipal government in the sense as we understand today. As in many parts of the country, here also it was the creation of the British.

Prior to 1849, when Punjab was annexed by the British, there were practically no municipal governmental institutions. The British rulers had to establish the new system of municipal government instead of building upon old foundation. Gradually, the British government nominated some committees by a resolution which in course of time assumed the shape of municipalities. By the end of 1864 there were 49 municipalities in the whole of the province of Punjab. These committees were ordinarily composed of officials and non-official members. Number of official members were about 1/3rd of the total of the committee. Among the non-officials, fair representation of all interests was accorded whether by election or by nomination. In matters of exercising powers these municipal committees were classified in two or three grades. In most of the municipalities, members were appointed by nomination. Dharmshala was the only municipality in whole of Punjab where members were included by election. Development of municipal government in Punjab, was, however, ushered in by—Lord Ripon's resolution in 1882. Lord Ripon advocated the establishment of network of Local Self-Government, an increase in the non-official elements to it at least 2/3rd of the Committee's strength, exercise of control from without rather than from within, the substitution of non-official element whenever possible and, the devolution of functions and finances.

Subsequently, elective members in municipalities took upon themselves the functions of police and education. A sub-committee system was introduced. However, the people showed little interest in elections particularly to small municipalities. The municipal committees as before, continued to be nominated by district officers. The role of non-official members was insignificant. The committee and sub-committee system did not function effectively. What is surprising is that the number of elected

non-official presidents instead of increasing had decreased from 80-87 to 29 in the early 1900. The cult of efficiency adopted by the government resulted in a rigid system of supervision over the municipal bodies. To examine and evaluate the working of local self-government in Punjab, a commission, named as the Decentralisation Commission was set up.

RAO, T. APPA (Andhra University). Parties and politics in the Corporation of Hyderabad. Quarterly Journal of the Local Self-Government Institute, 45(3) Jan.-Mar. 75, p. 411-18.

Experience has shown that political parties in our country at the local level fail to offer distinct alternative programmes for local development and the solution of civic problems. Political parties reflect the same game of power struggle, same rivalries and consequent bitterness as they do at the national and state levels. This, therefore, has led some to ask for the insulation of civic affairs from party rivalries.

The Hyderabad Municipal Corporation, which is formed by clubbing together the corporations of twin cities of Hyderabad and Secunderabad under the Hyderabad City Municipal Corporation Act, 1955 presents, almost the same role of political parties as elsewhere at the local level in India. The approach of the parties, particularly the majority ones, is to strengthen their foothold at the municipal level even at the expense of the basic tenets of democracy. In Hyderabad, ever since the operation of the present Municipal Act, the Congress had been in power till 1970. The Telangana movement which shook the entire state of Andhra Pradesh in 1969-70, rendered meaningless old party labels and brought about the divisions—separatists and integratists in the Corporation council. Ninety per cent of the members of the council belonged to separate division demanding separate state of

Andhra Pradesh. The Congress which was in power in the state lost its hold over the council as a result of Telengana agitation. Its prospect to win elections seemed dismal. It, therefore, in order to retain its hold over the Corporation, had an Ordinance issued through the state government suspending the elections to the corporation for two years. That such a move, observes the author, on the part of the Congress government was not motivated by the bonafide considerations was proved by the judgement of the single judge bench of the Andhra Pradesh High Court which held that the issuance of Ordinance smacks of intention which are mala fide. Not deterred by the pronouncement of the court, the author avers, the state government instead of withdrawing the Ordinance introduced a bill for the amendment in the Hyderabad Corporation Act incorporating into it the substantial features of the Ordinance. Thus relations between state and the corporation during the Telengana agitation more clearly were based on party policies, rather than on the democratic principles of freedom of operation at the local level.—*Reproduced*

SHARMA, C.L. Changing patterns of leadership and power structure in local self-government of a city in Rajasthan. *Indian Journal of Political Science*, 36(1) Jan.-Mar. 75, p. 80-94.

The article is a case study of two local self-government units of Udaipur in Rajasthan. Based on personal interviews with all the leaders in the Municipal council and the Urban Improvement Trust, it studies the urban leadership pattern and power structure in both the units of local self-government. Variables like income, education, religion and experience are cross examined with party-affiliation of leaders. The Locus of power lies in the parties and not in the Local self-government itself. 'High Caste' belongingness is still at stake in leadership pattern of local government.

SRIVASTAVA, R.K. Aspects of city governments. *Hindustan Times*, 27 May 75, p. 7.

Under the Indian Constitution urban government does not possess any power to govern itself but is directly under the state. There is a lot of change in urban India since Independence but its structure of administration has remained the same. In majority of cities there is low rating of local government and politics. These cities are legally, politically and financially ill equipped to perform various functions assigned to them. In India anti-urbanism is a political fashion. The states regard big cities as their rivals and give them powers with certain restrictions. In the Corporations the deliberative wing and the top hierarchy of the executive wing is always at war and dissatisfaction exists with the decision-making machinery. Today there is need to delink the big cities from the states and link them with the Centre. They should be given the same powers which the states possess now. The Centre should establish a department or a Ministry at Cabinet level which can channelise the funds from the national treasury to these cities for the specific projects which are related to the national development plans. State-city relations should be redefined and administrative structure of Corporations be reorganised. To execute policies determined by the legislative wing of the corporations more effectively, city managers may be appointed instead of generalist IAS as chief executive officers. The membership of the corporation should be limited and elections fought on non-partisan basis. The representatives should be paid like the MLA's and the MP's. The Corporations work should be done through a network of Standing Committees having majority of elected members. The Mayor should be properly selected for a tenure of at least five years.

STEWART, J.D. The Government of cities and the politics of opportunity.

Local Government Studies (New Series), 1(1) Jan. 75, p. 3-20.

VAIDYA, BHAI (Mayor, Poona Municipal Corporation). Effectiveness of the committees in municipal administration. *Quarterly Journal of the Local Self-Government Institute*, 45(3) Jan.-Mar. 75, p. 383-91.

The view that even in municipal system of government committees play a significant role is gaining wide acceptance. Municipal corporations are not the proper places where important subjects can be put on envil and straightened properly. Subjects can be discussed in a cool and composed manner, in great detail, and in a dispassionate and objective way in the committees composed of small numbers. The author discusses the committee system in municipal administration in all its aspects, the various forms and status of the committees, the differing methods of their appointment their different sizes and, above all, their relationship with the parent body, i.e., general council. He adds that all the good work done by the committees can be destroyed or atleast its significance minimised, if they do not work within the overall framework and with a sense of direction and coordination. He also suggests measures which contribute to the effective functioning of the committee.—*Reproduced*

MUNICIPAL OFFICIALS

ZAIDI, S.T.H. (University of Lucknow). Municipal executives in Uttar Pradesh. *Civic Affairs*, 22(8) Mar. 75, p. 9-11+.

The efficient working of a municipal government needs a well organised and effective system of personnel administration. In 1966 U.P. Government centralised the services of certain categories of the staff, including the executive officers. The author discusses the post-1966 developments with regard to the executives, their recruitment, promo-

tion, relationship with deliberative wing and overall impact of the municipal administration of the state, and suggests that the recruitment of the executive should be done on the universally accepted principle of merit only and the training facilities provided in the state should be fully exploited by the municipal executives. Since the funds of the Local Government are not enough the state government should give certain facilities to their executives. Executive wing and the deliberative wing of local government should have the clear understanding of their role so that efficiency is maintained and the working of the local bodies is not adversely affected.

VARSHNEY, V.P. (Executive Engineer, LSGED, Varanasi). Requisite qualifications of executive officers in local bodies. *Civic Affairs*, 22(7) Feb. 75, p. 11.

Keeping in view the main activities of local bodies, the ideal choice for the post of executive officer would be a person well versed with each functional activity of the local body and with training in organisation management. A public health engineer, the author feels, with management training would be eminently qualified and the best choice.

NAGALAND

JOHARI, J.C. Creation of Nagaland: triumph of ebullient infra-nationalism. *Indian Journal of Political Science*, 36(1) Jan.-Mar. 75, p. 13-38.

NATIONAL GUARD

McMILLAN, HENRY W. The National guard: in civil emergencies and national defence. *State Government*, 47(4) Autumn 74, p. 222-5.

NAVY—PERSONNEL

GRUSKY, OSCAR. Career patterns and characteristics of British naval officers. *British Journal of Sociology*, 46(1) Mar. 75, p. 35-51.

NEPAL

LOHANI, PRAKASH C. Nepal in 1974. *Asian Survey*, 15(2) Feb. 75, p. 96-101.

NON-WAGE PAYMENTS

BHATIA, MANOHAR L. Fringe benefits in the United States: a study of some aspects. *Indian Administrative and Management Review*, 7(1) Jan.-Mar. 75, p. 16-20.

SHARMA, R.C. Are fringe benefits a lubricant to the machinery of industrial relations? *Integrated Management*, (99-107) July 74-Mar. 75, p. 15-17.

OBSCOLESCENCE

WORMINGTON, ALLAN. Obsolescence as an organizational phenomenon. *Management in Government*, 6(4) Jan.-Mar. 75, p. 323-48.

OCCUPATION TAX

JOSHI, B.C. Employment Act. *Economic Times*, 17 June 75, p. 5, 18 June 75, p. 5+; 19 June 75, p. 5+.

OCCUPATIONS

STEHR, NICO. Consensus and dissensus in occupational prestige. *British Journal of Sociology*, 25(4) Dec. 74, p. 410-27.

OILS AND FATS

ACHAYA, K.T. Tackling the edible oil famine. *Economic and Political Weekly*, 10(19) 10 Ma. 75, p. 758-69.

OLD AGE—POLITICAL ACTIVITIES

ROGERS, TOMMY W. The Aged as a political force in the United States. *Journal of Constitutional and Parliamentary Studies*, 7(4) Oct.-Dec. 73, p. 18-37.

—'Self-concepts and social roles: parameters of participation of the aged in

the political process. *Journal of Constitutional and Parliamentary Studies*, 8(3) July-Sept. 74, p. 327-44.

ORGANIZATION

GILLESPIE, DAVID F. and RONALD W. PERRY. The Influence of an organizational environment on interorganizational relations. *American Journal of Economics and Sociology*, 34(1) Jan. 75, p. 29-42.

OMBUDSMAN

NOORANI, A.G. The Elusive Lokpal. *Indian Express*, 26 May 75, p. 6.

OPPOSITION (POLITICAL SCIENCE)

DEB, J.M. Parliament: show of opposition lung power. *Socialist India*, 10(25) 24 May 75, p. 11+.

RAY CHAUDHURY, N.C.B. India's season of dissent. *Political Quarterly*, 46(1) Jan.-Mar. 75, p. 53-64.

ORGANISATION OF AFRICAN
UNITY

AKINYEMI, A.B. The Organisation of African unity: perception of neo-colonialism. *Africa Quarterly*, 14(1-2) July-Sept. 74, p. 32-52.

—Organisation of African Unity: the practice of recognition of governments. *Indian Journal of Political Science*, 36(1) Jan.-Mar. 75, p. 63-79.

ARIKPO, OKOI. Nigeria and the O.A.U. *Quarterly Journal of Administration*, 9(1) Oct. 74, p. 49-59.

Text of a lecture delivered at the Nigerian Institute of International Affairs on 31 July 1974.

PAKISTAN

FELDMAN, HERBERT. Pakistan in 1974. *Asian Survey*, 15(2) Feb. 75, p. 110-16.

PAKISTAN—ECONOMIC CONDITIONS

BHATIA, B. M. Pakistan's economy. *Statesman*, 23 May 75, p. 4; 24 May 75, p. 6, 25 May 75, p. 4.

Contents: 1. Mounting expenditure on defence; 2. Dependence on foreign aid; 3. Shortage and high prices.

PAPER INDUSTRY AND TRADE

LAKSHMANAN, U.N. Paper famine: need for a wider raw material base. *Eastern Economist*, 64(20) 16 May 75, p. 1081-3.

PAYROLL TAX

VROM, WAYNE. Employer payroll tax incidence: empirical tests with cross-country data. *Public Finance*, 29(2) 74, p. 184-200.

PERSONNEL

FOULKES, FRED K. The Expanding role of the personnel function. *Harvard Business Review*, Mar.-April 75, p. 71-84.

GARDNER, J.J. and L.R. GILLESPIE. Personnel management in Northern Ireland. *Personnel Management*, 6(11) Nov. 74, p. 24-8.

KELLY, D.J. Personnel: a perspective. *Administration*, 22(2) Summer 74, p. 122-7.

OM PRAKASH. Gresham's law in management. *Economic Times*, 2 June 75, p. 9.

PRENTICE, GORDON. Managing a scattered workforce. *Personnel Management*, 7(4) Apr. 75, p. 30-3.

PERSONNEL—DISMISSAL

BARONE, RICHARD V. Action plan

for success after termination. *Personnel Journal*, 54(4) Apr. 75, p. 221+.

MEHER, M.R. Terminating the service of an employee for loss of confidence. *Capital*, 174(4359) 17 Apr. 75, p. 573.

TRAUM, RICHARD. Reducing head count through attrition and/or termination: a cost effective model. *Personnel*, 52(1) Jan.-Feb. 75, p. 18-24.

PERSONNEL-EMPLOYEE RELATIONS

RAU, S. V. SUBBA. Protection for officers responsible for better relations in industry. *Integrated Management*, (99-107) July 74-Mar. 75, p. 11-14.

PERSONNEL—PREFERENCE FACTORS

B.K.M. The Danger of "Sons of the Soil" movement. *Socialist India*, 10(23) 10 May 75, p. 21+.

CHIPLIN, B. and P.J. SLOANE. Sexual discrimination in the labour market. *British Journal of Industrial Relations*, 12(3) Nov. 74, p. 371-402.

MISRA, PRABHASH CHANDRA. "Sons of the Soil", a dangerous theory. *Socialist India*, 11(2) 14 June 75, p. 24-5.

MOORE, JOHN M. Transferring minority employees: are they being treated fairly? *Personnel Journal*, 54(2) Feb. 75, p. 85-6+.

MUDALIAR, N. MURUGESA. Job reservation for local people. *Hindu*, 6 May 75, p. 6.

PERSONNEL—SELECTION

MATHEWS, JOHN J., WILLIAM E. COLLINS and BERT B. COBB. A Sex comparison of reasons for attrition in a male-dominated occupation. *Personnel Psychology*, 27(4) Winter 74, p. 535-41.

PRENTICE, BILL. Head men and how to hunt them. *Personnel Management*, 7(1) Jan. 75. p. 24-6+.

ROBERTSON, DAVID E. Employment testing and discrimination. *Personnel Journal*, 54(1) Jan. 75, p. 18-21+.

PERSONNEL—SERVICE RATING

LASHER, HARRY J. The Employee performance syndrome: is improvement possible? *Personnel Journal*, 53(12) Dec. 74, p. 897-901.

PRATHER, RICHARD L. Extending the life of performance appraisal programs. *Personnel Journal*, 53(10) Oct. 74, p. 739-43.

SLUSHER, E. ALLEN. A Systems look at performance appraisal. *Personnel Journal*, 54(2) Feb. 75, p. 114-17.

PERSONNEL, MUNICIPAL

MUNICIPAL Personnel Administration. *Nagarlok*, 6(4) Oct-Dec. 74, 74p. (special issue).

Contents : Management problems in unified municipal cadres, by N.S. Mathur; Training municipal administrators: some problems and prospects, by Y. Raghaviah; Performance appraisal in Municipal administration, by D.D. Malhotra; Disciplinary proceedings against municipal employees: legal aspects, by M.K. Balachandran; Labour laws and municipal personnel, by Deva Raj; Motivating municipal employees, by Mohit Bhattacharya; Municipal personnel system in Maharashtra, by S.S. Gadkari; Municipal personnel system in Andhra Pradesh, by D. Venkateswara Rao; Municipal Personnel System (Proceedings of the Seminar)—Book Note; Bibliography of selected books and articles on personnel administration, by M.K. Narain.

N. S. Mathur (Commissioner and Director, Local Bodies, Government of

Uttar Pradesh). Till quite recently all Municipal Boards employed their own personnel at all levels. Mostly local residents were so employed and had deep associations and abiding links with the permanent citizens of the town which they maintained, nurtured and cherished, so that if there was a conflict of interest between the Municipal Board and family friends and benefactors the life-long connections often prevailed to the detriment of the former. This led to a state of chronic inefficiency, nepotism, corruption, delays and municipalities became the refuge of second rate stay-at-homes or men with personnel business entanglements who only wanted to be in office for acquiring prestige and perhaps a fixed income. The situation called for a remedy which came in the form of 'Centralized Services' or 'Unified Municipal Cadres'. However, the setting up of a unified municipal cadre has created a new set of problems which the author discusses under following different heads: Centralised vs. non-centralised services; A satisfied cadre; Support; Recognition; Avenues of promotions; and Efficiency.

Y. Raghaviah (Regional Centre for Training and Research in Municipal Administration, Osmania University, Hyderabad). The article highlights some problems encountered in training municipal functionaries. The approach has been to describe problems of training in the ecological and institutional perspective. For, in the final analysis, the acceptability and efficacy of training is conditioned by the socio-economic, political and cultural environment under which a given set of institutions function. Attempt has also been made to describe some training experiences drawn from the Regional Centre for Training and Research in Municipal Administration functioning at Osmania University.

D.D. Malhotra (Indian Institute of Public Administration, New Delhi). Effective use of manpower resources is

the major concern of any sound personnel management system. The author has mentioned some of the important expected advantages of a performance appraisal system and the assumptions on which its effectiveness depends. In municipal administration, the practice of Annual Confidential Reports (ACRs) to determine the merit of an employee, is of recent origin. A questionnaire was given to 40 municipal officials who came to attend three training courses conducted by the Centre for Urban Studies of the Indian Institute of Public Administration. The purpose behind it was to know the officials' views on effectiveness of ACRs. This study is based on the replies to the questionnaire. There is general dissatisfaction with the ACRs for performance appraisal. Performance evaluation of municipal employees by elected executives is not favoured. It is suggested that municipal management structure, its staffing pattern and the procedures followed in the use of ACRs should be reviewed to insulate personnel functions from political interference.

M.K. Balachandran (Indian Institute of Public Administration, New Delhi). Municipal Organization, like any other organization has a right to expect from its employees not only the competence on the job but also a behaviour which is conducive to its overall effectiveness in achieving its objectives. The right to maintain discipline is, therefore, inherent in the organization and as such it has full freedom to choose its employees and to suitably punish them whenever they act in a manner prejudicial to the interests of the organization. The punishment in disciplinary proceedings may range from a simple warning to an order of removal or dismissal of the delinquent employee from service. However, with the emergence of the principles of natural justice and their incorporation in the Constitution and other statutes, the employees are guaranteed certain safeguards against victimisation resulting in unjustified disciplinary actions. A

perusal of the law reports reveals that in a large number of cases relating to disciplinary actions, the action taken against municipal employees were struck down on account of failure on the part of the administration to follow strictly the requirements of the law. The attempt in this paper is to spell out the legal requirements in matters relating to disciplinary proceedings with the aid of judicial pronouncements on the subject.

—Author

Deva Raj (Indian Institute of Public Administration, New Delhi). The paper analyses the provisions of the Industrial Disputes Act, 1947, and a number of court decisions to point out that local authorities cannot claim exemption from the purview of the Act, except insofar as its staff is engaged in purely regal functions, such as deliberation of policies, enforcement of laws, rules and byelaws and levy and collection of taxes. Even Government establishment are not exempt. While certain municipal services may claim protection under special enactment or provisions for essential services as a temporary measure, it is imperative to provide some joint consultative machinery for regulating employee-employer relations in local government.—Author

Mohit Bhattacharya (Indian Institute of Public Administration, New Delhi). In a quest for scientific explanation for known variations in the job performance of municipal employees, a probe has been made in motivation to work with the help of the critical incident technique, following Herzberg's motivation—hygiene concept of job attitudes. Two empirical situations have been examined—one relating to an assessment clerk and another a municipal engineer. The conclusion derived from the investigation is that in understanding motivation of people to work the Herzberg model is useful up to a point. It does help in explaining task behaviour of employees with the help of job satisfaction

variables. But its weaknesses seems to be to try to explain differences in work performance with the help of only one type of attitude, namely, job satisfaction. There are other important types of attitudes that are of crucial significance in determining task behaviour. The conceptual model of Lawler and Porter provides a far more powerful tool to explain the relationship between various critical attitude variables and task performance. In the municipal organization, as elsewhere, any attempt to modify performance through attitudinal changes has, according to this model, to reckon with three specific types of attitude, namely, the two effort-determining variables and role perceptions.—*Author*

S. S. Gadkari (Deputy Secretary, Urban Development, Public Health and Housing Department, Government of Maharashtra). Maharashtra has 3 Acts governing Corporations and one governing other Municipal Councils. After describing the broad features of the Municipal Personnel System under each of the Acts, the author concludes that there is no definite personnel policy in regard to Municipal services but the approach is to leave the Municipal services generally free from Government control except for a few restrictions laid down by rules and bye-laws and the appellate power of Government Training of Municipal servants has been left to the Institute of L.S.G. and the Regional Centre.

Two recent changes in this respect are:

(i) The establishment of a State Cadre of Chief Officers which, if successful may lead to the setting up of more similar cadres. Such cadres are necessary not only to free Municipal officers from the pressure of Councillors but also to attract better people to Municipal services.

(ii) The establishment of the proposed Regional Selection Boards which may

not only eliminate nepotism but also to some extent check the tendency to create unnecessary jobs just to provide for the relatives and friends of Councillors.—*Authority*

D. Venkateswara Rao (Mehbubnagar Municipality, Mehbubnagar—Andhra Pradesh). The Municipal authorities charged with carrying out the provisions of the Municipal Act in Andhra Pradesh are: (i) Council, (ii) Chairman, and (iii) Commissioner. The Council and the Chairman constitute the elected wing. The Commissioner is appointed by the Government and is the executive authority of the Municipality. The Government may appoint a Deputy Commissioner to assist the Commissioner. For any municipality, the Government may sanction the posts of Municipal Health Officer, Municipal Engineer, Education Officer and Town Planning Officer in consultation with the Council. Excepting these posts, all proposals in respect of designations, number, grades, salaries, etc., of municipal officers and employees is sanctioned by the Council. The general staff pattern in the municipalities is, then, discussed and certain lacunae are pointed out.

PERSONNEL, PUBLIC

CARSON, JOHN J. and WILLIAM, McCLOSKEY, Manpower and educational planning in the Canadian Federal Public Service. Administration, 22(3) Autumn 74, p. 271-7.

PERSONNEL, PUBLIC— EXAMINATIONS

PATTABHIRAM, M. National merit examination in the offing. Hindu, 3 Apr. 75, p. 6.

PERSONNEL, PUBLIC—SEPARATION FROM SERVICE

CHOPRA, D. S. (Advocate, Bombay). Doctrine of pleasure; its scope,

implication and limitations. Indian Journal of Public Administration, 21(1) Jan.-Mar. 75, p. 92-108.

The Article discusses the doctrine of pleasure or the concept of tenure at pleasure as embodied in the Constitution of India which authorises the President and Governor to dismiss civil and military officers in central and state services respectively.

PERSONNEL, PUBLIC—SERVICE RATING

MOTIWAL, O.P. (M.M.T.C., New Delhi). Adverse remarks in character rolls and their legal implications. Indian Journal of Public Administration, 21(1) Jan.-Mar. 75, p. 85-91.

Maintenance of Character Roll was essential for two reasons. This enables the superior to express freely and fearlessly. Secondly his secrecy avoids embarrassment to the servant himself while dealing with his colleagues or juniors. Adverse entries can be classified into two categories—namely, (i) those which refer to remediable defects, and (ii) those which refer to irremediable defects. It may also be pointed out here that the government is required to communicate the whole entry, *i.e.*, both the appreciative as well as the critical portions. It has been held by the Courts that adverse remarks should invariably be communicated to the government servant concerned and there should be no delay in doing so. A Civil Servant cannot claim to be heard at the time of promotion merely because the confidential remarks are sought to be used by him. An interesting case came to the notice of the Punjab and Haryana High Court in which adverse remarks were conveyed to a Government Servant with an interdict that no correspondence would be entertained on the subject. This interdict was directly in violation of the rules of natural justice. Rules do not provide for, nor require an

opportunity to be heard before any adverse entry is made.

A Confidential report against a civil servant is not justiciable and that the High Court cannot sit in appeal over its merits. Adverse confidential reports made prior to the crossing of the efficiency bar by the employee cannot be used in an enquiry against him. The crossing of the efficiency bar by an employee gives him a clear bill up to that date.

Refusal of the right to examine witness who had made general remarks against the respondent and were available for examination at the enquiry amounted to denial of reasonable opportunity of showing cause against the action.

If representations against adverse entries are pending before the Government and the concerned civil servant is to be considered for promotion then it will be proper and right for the Government to get the representations disposed off before the Departmental Promotion Committee commences its proceedings. If the Government, however, does not do so then it does not infringe any statutory obligation.—*Author*.

PETROLEUM INDUSTRY

GULATI, I. S. Oil price and developing countries. Economic and Political Weekly, 10(17) 26 Apr. 75, p. 696-99.

MANCKE, RICHARD B. Petroleum conspiracy: a costly myth. Public Policy, 22(1) Winter 74, p. 1-13.

RAJAM, Oil crisis and India. Economic Times, 2 Apr. 75, p. 5; 3 Apr. 75, p. 5.

Contents: 1. Wheels of economy being lubricated at high cost; 2. Impact on industries.

PHILIPPINES

CARMEN, ROLANDO V. del.

Philippines 1974: a holding pattern—power consolidation or prelude to a change. *Asian Survey*, 15(2) Feb. 75, p. 136-47.

POLICE

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Police in India is passing through a period of crisis. Any organisation can face almost all the external challenges if their discipline and internal management are in sound state. Certain remedial measures are suggested for the improvement in police organisation but it is the human element which is of fundamental importance. To get the best out of these men, they must be properly motivated as is done in other industrial and commercial organisations. It will help in the total performance of the existing police force instead of just adding to the number. There are certain physical (food, shelter and sense of physical security) and mental (Psychological security, recognition, social acceptance, satisfaction of his ego, etc.) needs, if satisfied, the organisation can get higher degree of motivation and consequent good performance from their employees. There are certain incentives, like, monetary rewards, accelerated promotions, awards, medals and praise or criticism or punishment, which helps in achieving motivation. Above all these incentives the organisation must have a leadership which is vigorous, enthusiastic and inspired by higher values and ideals. Next important factor for motivation is communication within the organisation. It should be in such a way that subordinate ranks may also get a chance to express their views and difficulties,

Police force consists of human beings and should not be considered mere automats. Though he is trained to act within departmental discipline, but if strained beyond a particular point, may break down or rebel. So it becomes necessary that he should not be humiliated, or made to feel worthless. The respect given from within his own organisation is the biggest motivation for the individual.

To motivate the employee further the leadership of the organisation must identify itself totally with its lowest worker. He would be inspired and feel honoured if his performance is praised by his senior officers which will inspire and stimulate his colleagues also. The promotions should not be given by mere seniority but should be earned. These measures are related mostly to the policy of internal administration of the police force and are capable of enforcement by a determined leadership at the top and middle levels.

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PUBLIC ADMINISTRATION

AGGARWAL, VIMLA and SUMER C. AGGARWAL. The Crisis of administration. Times of India, 25 May 75, p. 6.

As the basic assumptions on which the decision-makers have relied in the past are no longer valid, they have to modify their thinking and attitudes. The assumptions, findings and solutions proposed by D.H. Meadows and others in their book 'The limits of growth' are examined. Development of recycling and substitution technologies are necessary to solve the biggest problem of environmental pollution. The most serious expected questions before the decision-makers during the next ten years are pointed out. The distribution of materials and wealth which are likely to remain scarce is the most important issue of the near future. The suggestions of D.H. Meadows and others for achieving a global equilibrium state seem to have very little practical value.

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The analysis of administrative culture is basic to the understanding of any administrative system. Unfortunately the

analysts of Indian administrative system have missed this point so far. Our administrative culture brings out certain behavioural patterns which are unique. The dominance of generalist system, for example, has created a kind of psychology where administrators find it more congenial to work with subordinates than with equals. Similarly the top administrators like to act more as co-ordinators rather than those who are directly involved in various programmes. They dislike detailed programming and leave it to be done by those who are at the lowest rung of the administrative hierarchy. The administrative system is also not as sensitive to change in external environment as other organisational systems are. Failures are seldom openly discussed. In fact there is a tendency to cover them up. All this adds up to show that unless there is a fundamental change in the general administrative ethos even the best structural innovations and reforms are not going to yield the expected results.—*Author*

PUBLIC ADMINISTRATION— DECISION-MAKING

HESSION, ENDA. Decision analysis: towards a new approach to decisions in public policy. *Administration*, 22(3) Autumn 74, p. 288-97.

venu GOPAL, D. (Ministry of Home Affairs, New Delhi). The Policy planning process: a perspective. *Management in Government*, 6(4) Jan.-Mar. 75, p. 372-83.

The task of accelerated development require innovative policies. The inappropriate policies may waste the scarce resources which are both morally and politically bad. The present organisational structure is hierarchical and not reticular which limits the interaction among the various agencies and with the environment on which they operate. Rational creative action for innovative policies is the result of interaction of forecasting, planning, decision-making

and action. This process of interaction should ensure public participation and control. Improvements in overall policy making system are more important than improving any single policy. For the policy planner, computers can project historical trends into the future and can determine the requirements necessary for that preferred state to come into being, making possible to determine realistic costs for the states preferred. Recently development of direct access computers with remote terminals allows men-machine interaction in natural language which helps the non-specialist also to avail of the services of the computer. The reticular organisation presented in the policy planning model and the emerging role of the computer in the "Universalisation" of information and its analysis would make possible to think in terms of rational participatory planning. To make the policy planning successful through computers certain problem areas are to be solved, such as, various sub-systems of social planning are to be brought within an integrated framework; data on rational policy planning and on public preferences would have to be collected; to meet the high cost of computer system political and financial commitment is needed; and being a new mode of communication, the limited resistance of the uninitiated to its usage would have to be overcome. In India IIMA Computer Committee has prepared a project report for district on line economic information for decision-making. The Indian Council of Social Science Research has also initiated a programme in the area of data banks under which it proposes to establish a National Data Archives in Delhi to assist a few selected institutions to set up their own data banks. Initially in Parliament and later on in the State Legislatures there is need for installation of computers which would provide for man-machine interaction in natural language which will help in the emergence of a progressive rational participatory policy process.

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In American local government, freedom from the city council is guaranteed by the charter to the members of the independent administrative boards. However, individual board members cannot avoid playing the game of politics like the city councilmen. As a case study, the voting behaviour of the members of the water board is examined. This board was established by state law in 1903. Block method of analysis is used for the behaviour study. The data show that the action of the water board to delay fluoridation is not the desire of a substantial majority of those who expressed their views in various ways. The board is slow to adapt itself to changing conditions, slow to make decisions, and slow to respond to new programmes. More research to shed additional light on members' behaviour is needed to produce invaluable insights on administrative decision-making.

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PUBLIC DISTRIBUTION SYSTEM

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—Public distribution system. *Mainstream*, 13(35) 3 May 75, p. 11-12.

The current phenomena of price explosion is a world problem but like all the maladies, it has effected the weaker nations a lot. A system is needed to check the increasing inflation and ensuring the supply of basic necessities to the masses. Building up of a sound public distribution system is required specially for consumer items. An appropriate and well-knit organisational structure is to be evolved to coordinate and control the procurement and distribution activities effectively. Government has to keep a constant watch to curb the creation of a parallel black market of scarce commodities. The fair prices shops, cooperative societies and super bazars can help a lot in this system. Rural areas should be given priority. There should be enough number of shops and societies all over the country to lessen the inconvenience of customers. The system should be managed on no profit, no loss basis. Adequate and assured supplies will avoid rush at shops during the first weeks. The range of goods to be supplied to shops will vary according to the region. A network of retail points to be serviced in the country is to be established and some wholesale outlets can supply goods to these retail shops. In this system hiring of space and construction of ware houses is needed. The Government may nationalise the wholesale trade of essential commodities. Production, procurement and control strategies of essential goods are to be reviewed and scrutinised as part of the regular administration of public distribution system.

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PUBLIC WELFARE DEPARTMENTS

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RADIO—GOVERNMENT USES

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RAILWAYS

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RAILWAYS—FREIGHT RATES

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RAILWAYS—REGULATIONS

GOPALAKRISHNAN, C.V. Rules without rationale. *Hindu*, 19 Apr. 75, p. 6.

A large body of public servants working scrupulously according to the rules in force can paralyse an administration. It is true specially in certain cases of public undertakings such as railways or telegraphs. There are certain rules if followed religiously can bring the railways to a stand still. We are still following the century old rules laid down by the British. With the expansion of railways operations, the rules governing them also began to proliferate and multiply. This proliferation of rules makes it impossible for anyone at higher levels of administration to grasp any of them and fix responsibility on individuals for their acts. In most cases blames can be passed on to others. Modification and simplification of these rules is essential.

RAJASTHAN—POLITICS

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REAL PROPERTY—TAXATION

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RIGHT OF PROPERTY

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PATTABHIRAM, M. Evolving a national water policy. Hindu, 10 Apr. 75, p. 6.

RURAL PLANNING

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RURAL-URBAN MIGRATION

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SAVING AND INVESTMENT

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SCHEDULED CASTES AND TRIBES

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SCIENCE AND CIVILISATION

MUKHERJEE, JATINDRA NATH. Science and culture. *Modern Review*, 137(1) Jan. 75, 9-13.

SIKKIM—ECONOMIC CONDITIONS

GOYAL, PADMA. Sikkim: economy and planning. *Economic Times*, 1 June 75, p. 5+.

SLUMS

CHANDRAMOULI, M. (School of Planning and Architecture, New Delhi). Squatting; a study in urban social problem. *Social Welfare*, 22(1) Apr. 75, p. 19-23+.

The poor in the city, who are largely the overflow of the rural poor, are faced as much with the problem of shelter as of finding a means of living and in a desperate bid to have some roof over their heads, they squatt forcibly on any piece of open land available, public or private, and the success of squatting leads to further squatting.

Delhi is no exception to this world-wide phenomenon where today 1.5 lakh households (one in every five households of Greater Delhi) are squatting in 1373 squatter settlements littered all over the city, living in chronic slum conditions,

For rehousing them, Delhi Development Authority is implementing a scheme known as *Jhuggi Jhonpri* Removal Scheme, the experience of which has revealed many an avoidable social costs.

The squatter households are not a floating population but they are an integral part of the urban system and they provide a variety of unskilled/semi-skilled and to some extent skilled services. As such they need housing in localities nearer to their places of work so that transportation is neither expensive nor an inconvenience; and till they get socio-economically rehabilitated, for most of them employment/earnings and social security are more important than better housing.

The focus of the Paper is, therefore, on the point that mere physical improvements do not solve the problem of squatting. On the other hand, there is the need for the action programme to deal with the aspects of life of the squatters in an integrated way for bringing about social and economic growth and change among the community of squatters. Social and economic growth alone can sustain any attempts at improving the housing and environmental conditions. Such a programme will go a long way in the rehabilitation of the squatters in their new environments.

—Author

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Training today has come to stay. It is intended to fill some gap in the person's knowledge, skills or attitudes thus enabling him to do his job better. For this to happen, it is necessary that every organisation first assess its training needs in definite practical terms and then decide on the best method in which it can be achieved—which is simple, effective to work, and result-oriented.

The answer is on-the-job training.

In this article, the author has tried to prove that for a developing country like ours, where training institutions are so few and persons to be trained so many, our training needs can be adequately and effectively met by 'training while you work' with the boss as the trainer.

Statistics over the years have proved that 'what a person learns on the jobs is vital not only to his own progress but also to the progress of the organisation'. It has also often been said that the best boss is he under whose direction, the person learned the most and experienced the most personal growth.

On the job training combines a maximum of convenience with a

minimum of the obstacles adults fear in learning—because training will be at the work site, in his working environment, preferably during normal working hours, with his own colleagues as classmates and the boss as his trainer.

It is economical, practical and the results are immediately discernable.
—Author

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TRIPATHI, B.L. and K.R. PICHHOTIYA. Urbanisation in Gujarat. *Economic Times*, 6 May 75, p. 5; 7 May 75, p. 5.

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URBANISATION in Uttar Pradesh. *Civic Affairs*, 22(6) Jan. 75, p. 7-128 (complete issue).

Contents: Editorial; Urbanisation: a world problem; urban problems neglected; A U.N. study report; Urban planning and development in U.P., by B.N. Singh; Urbanisation: a challenge, by P.N. Kaul; Evolution of city government in U.P., by Covind Prasad; Role of U.P.'s Housing Board, by S.N. Mathur; Planning and development of industries, by Giridhar Gopal; Causes and prevention of floods, by R.P. Agarwal; Severe setback to housing plan, by J.S. Agarwal; Slums: a way of life, by O.P. Arya; World Bank assistance for U.P., by Paritosh C. Tyagi; Water pollution: a neglected front, by Shiv S. Srivastava; P.W.D. Research Institute, by Pratap Singh; Ganga Barrage Project at Kanpur; Urban and industrial growth of Kanpur, by M.C. Joshi; Bridges over Ganga, by G. D. Mathur; Tourist

interest in U.P., by B.S. Malkani; Importance of public health engineering, by A.C. Chaturvedi; Efficient transportation by M.C. Sharma; Transportation problems in urban area, by J.P. Dube; Rational bus system, by Santosh K. Sharma; Transportation planning, by B. Rajagopal; Road transport in Meghalaya by R.P. Sinha; Forest wealth of Uttar Pradesh, by G.N. Singh; U.P. Water for Delhi, by V.S. Chauhan; Municipal Corporations and Municipalities in U.P.—a list.

U.P.—ECONOMIC CONDITIONS

KADEKODI, GOPAL and V.S. SINGH. Regional disparities and areas with special problems in Uttar Pradesh. *Interdiscipline*, 11(3) Summer 74, p. 101-19.

VALUE

KULKARNI, P.V. Value-analysis: a cost-saving device. *Management Accountant*, 10(5) May 75, p. 301-5.

MENON, P.G. (Institute of Materials Management of India, New Delhi). What is value analysis? *Management in Government*, 6(3) Oct.-Dec. 74, p. 233-40.

Value is an organised system of data—collection and analysis based on how the human mind works. It combines the objective and subjective approaches. The article describes value analysis and its applicability in Government.

In India it has been used successfully in industry and other machine based and material based organisations. Though its governmental application is not available, all government departments can use this with some modifications, as all are concerned with documents, and other communication facilities, office supplies and furniture value analysis permits cross-line competition which is

a special advantage to governments in a changing world.

VILLAGE PANCHAYATS

BORA, P.M. Democracy and panchayati raj. *Kurukshetra*, 23(19) 1 July 75, p. 4-5.

—Panchayati Raj and rural development. *Khadi Gramodyog*, 21(5) Feb. 75, p. 263-5.

A development plan or perspective scheme, unless accompanied by required facilities cannot bring about the desired results. This exactly is the reason why Panchayati Raj, the rightly contemplated ideal for achieving rural development has utterly failed. Sound financial resources, less interference by political leaders and letting the Local administrators have a freehand, will certainly bring in the cherished socio-economic revolution in rural India.—*Reproduced*

HAZARY, NARAYAN. The legitimacy of localism as a variable contributing to voting behaviour in a Panchayati Samiti Chairman election. *Journal of the Society for Study of State Governments*, 8(1) Jan.-Mar. 75, p. 11-20.

HAZARY, NARAYAN (Khallikote College, Berhampur). Political institution and emerging leadership in rural Orissa: case study of a Sarpanch election. *Quarterly Journal of Local Self-Government Institute*, 45(3) Jan.-Mar. 75, p. 399-410.

Based on survey research techniques and empirical approach, this case study of sarpanch election in selected villages in Orissa highlights some of the significant trends of the political institutions of the rural areas of the State. Of the factors responsible for moulding voting attitude or behaviour of the electorate in the micro-community villagism is found to be most important and most consistent. "Villagism" the study adds,

"was such an irresistible compulsion that, it could, with ease cut across such estimate like money, personality, acquaintance, propaganda, caste, etc". A united village voted for its own candidate even if the money bait was dangled before it by an outsider or irrespective of the consideration of caste. Significantly, unlike elsewhere in state politics, caste was the marginal factor in determining voting behaviour of the voters, and which indeed is a healthy sign. Thus politics helped to secularise the social base and encourage choices to be based on rational motivations.—*Reproduced*

JAIN, S.P. Panchayati raj in Maharashtra. Community development and Panchayati Raj Digest, 6(4) Apr. 75, p. 177-89.

RAI, HARIDWAR and AWADHESH PRASAD (Bhagalpur University). Reorganising Panchayati raj in Bihar: a critique of the reform proposals. Indian Journal of Public Administration, 21(1) Jan.-Mar. 75, p. 19-47.

The article discusses the present structural arrangement of the Panchayati Raj institutions and the reorganisation ideas and proposals that are under contemplation to restructure the Panchayati Raj set-up in the state of Bihar. In particular, it examines the proposals of the two sub-committees appointed in 1972, one each for making recommendations for amendments to the Acts of 1947 and the Act of 1961. These both sub-committees lack focus and consolidated thinking on problems besetting the panchayati raj institutions and are not comprehensive in their approaches to the various problems of Panchayati Raj. Specially, the Bage sub-committee has not gone deep in to how to make gram sabha, village volunteer force and the office of the Panchayat Sevak more active organs of the Panchayat. On the other hand, the Tyagi sub-committee leave the details of the delimitation of the block and the district to be worked

out by the government. Its recommendations to retain the MLA's in the samiti as associate members and to keep the MLCs and MPs out of it does not carry conviction. The recommendations of sub-committees especially those relating to the creation of PR Election Commission, PR Finance Corporation, delimitation of Panchayat, block and district in terms of development needs, making panchayat executive more action oriented, making participation in the deliberations or PR bodies and inspections by the officers obligatory are good, but needs serious consideration. Much will depend upon the constructive attitude and approach of the government and bureaucracy to the PR institutions as well as the proper motivation of the local leadership and its education in the philosophy and practice of PR.

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VOCATIONAL GUIDANCE

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VOTING

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WAGE INCENTIVES

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WAGE PAYMENT PLANS

HULME, ROBERT D. and RICHARD V. BEVAN. The Blue-collar worker goes on salary. Harvard Business Review, 53(2) Mar.-Apr. 75, p. 104-12.

HUSBAND, TOM. Payment structures made to measure. Personnel Management, 7(4) Apr. 75, p. 27-9+.

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WATER SUPPLY

GUPTA, B.K. and CHATURVEDI,

Y.N. Terminal pressure in rural water supply. Civic Affairs, 22(7) Feb. 75, p. 19-21.

SRIVASTAVA, SHIV S. (Engineering Department, U.P.) Water supply and sewerage in the state of U.P.: the administrations outlook. Civic Affairs, 22(9) Apr. 75, p. 25-8.

For the economic progress of any country availability of safe and potable water supply in abundance is a very important infra-structure. Only after 1947 attention was paid to piped water supply system and was executed through liberal grants and loans from the state government. The problem of water supply also includes proper disposal of waste water and sewerage schemes in various towns. In U.P. there is need for financial resources to cover or upgrade the water supply and sewerage services. Rural water supply project fulfils the social needs of water supply or support development activity in the more prosperous regions. Domestic supplies should have priority over agricultural demands. In the field of rural sanitation and industrial waste pollution much is to be done.

WATER UTILIZATION, RURAL

CHATURVEDI, Y.N. Finances for maintenance of rural water supply in Uttar Pradesh. Civic Affairs, 22(8) Mar. 75, p. 29-34.

WEST BENGAL—ECONOMIC CONDITIONS

ECONOMIC TIMES, RESEARCH BUREAU. West Bengal's economy: crisis of confidence? Economic Times, 5 May, 75, p. 5+.

WOMEN—EMPLOYMENT

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MANKEKAR, KAMLA. Women at work: not enough jobs and protection. Statesmen, 28 Apr. 75, p. 6.

RAGHURAMIAH, K. LAKSHMI. Working women. Panchayat Aur Insan, 7(2) May 75, p. 11-12+.

SINGH, K.P. A Comparative study of the attitudes of working and non-working women towards women's education and employment. Interdiscipline, 11(3) Summer 74, p. 89-99.

WOMEN—LEGAL STATUS

LUTHRA, P.N. Equality to women in the social set-up. Social Welfare, 22(3) June 75, p. 8-11.

REDDY, O. CHINNAPPA. Indian women and the law. Hindu, 6 June 75, p. 6.

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VENKATARAMAN, LEELA. Status of women in South India. Hindustan Times, 27 Apr. 75, p. 6.

WOMEN AS EXECUTIVES

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WOMEN IN POLITICS

BRICHTA, AVRAHAM. Women in the Knesset: 1949-1969. Parliamentary Affairs, 28(1) Winter 74-75, p. 31-50.

WORK DESIGN

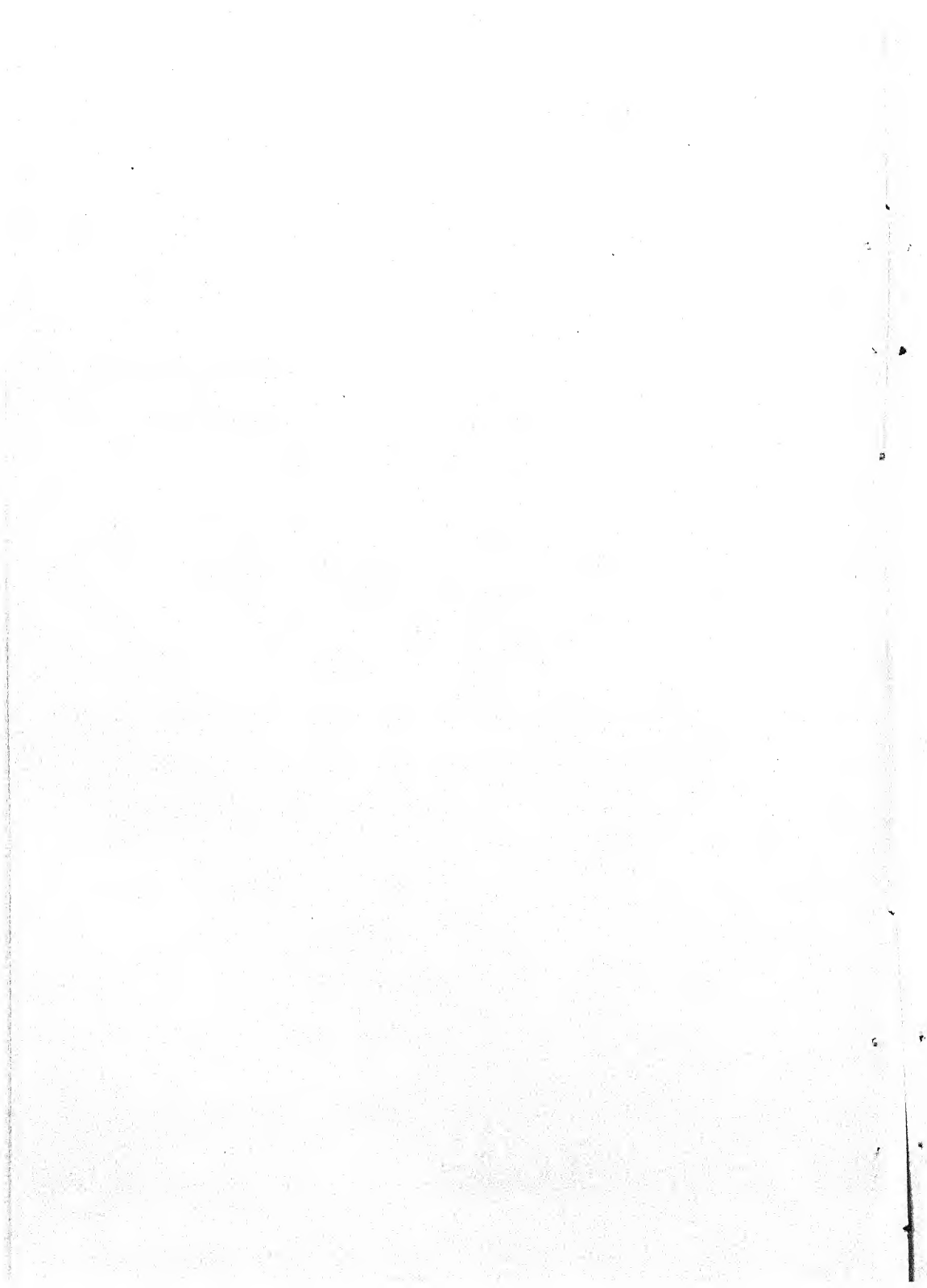
WILD, RAY. Dimensions and stages of job design. Personnel Management, 6(12) Dec. 74, p. 32-4+.

WORK TRAVEL

CAPOLARELLO, JOSEPH A. Employee mileage allowances: too high or too low? Personnel Journal, 54(2) Feb. 75, p. 107-8+.

WORKMEN'S COMPENSATION

WOLFE, ARTHUR V. A Managerial approach to compensation. Personnel Journal, 54(4) Apr. 75, p. 212-16+.



DIGEST OF PUBLIC DOCUMENTS

Maharashtra. Urban Development, Public Health and Housing
Department. *Report of the Municipal Finance Commission
of the Maharashtra State.* Bombay, Government
Central Press, 1974.

The Government of Maharashtra under its Resolution No. ALB. 2871/81211-C, dated 12th Feb. 1973 appointed the Maharashtra State Municipal Finance Commission. Shri B.P. Patel was appointed Chairman of the One-man Commission. The report was submitted in March 1974.

The terms of reference:

- (a) What are the financial resources available to the 5 municipal corporations and 222 municipal councils in Maharashtra State.
- (b) Whether the above resources are being fully exploited by the urban local bodies.
- (c) Whether their resources are adequate or fall short of their financial requirements for maintaining the minimum standards of services to the residents of their areas as well as for urban development schemes.
- (d) To recommend measures for bridging the gap, if any, between their requirements and their resources.

The Major Recommendations

1. The Municipal bodies need long-

term funds for undertaking capital works such as schools, hospitals, sports pavilions and play grounds. It should be possible to mobilize substantial funds by way of donations from well-to-do persons of the town as well as by collection of popular contribution through the organized local social workers. Each local body should earmark specific sites for such works and keep ready the cost estimates thereof for facilitating the enlistment of local support.

2. A drainage scheme, should be prepared simultaneously with the water supply scheme in respect of every municipal area. It should not be postponed until a supply of 30 gallons per head per day is reached. Drainage schemes should be initiated in as many municipalities as may be feasible for compact developed portion of the town and extended as a phased programme so as to cover a larger area from year to year.
3. It is essential to take radical measures to place the property tax back in its position as the central point in the scheme of Local Finance.

4. To bridge the gap between the needs and resources, measures suggested are :

(i) The more effective utilisation of the existing sources of revenue and appropriate administrative measures therefor.

(ii) Freeing the property tax from the restrictive influence of the Rent Control Act.

(iii) Payment of local taxes by the Government properties comparable to those payable by similar private properties.

(iv) Sharing of certain revenues exploited by the State Government, with the urban local bodies.

(v) Abolition of octroi taxes and its substitution by a multi-point turnover tax.

(vi) Rationalisation with suitable improvement of the grant-in-aid system of the State Government, and finally,

(vii) To make adequate provision both in the five year plans and annual plans to meet the needs of capital works and expenditure on water supply and drainage on an enhanced scale.

5. The State or regional level cadre of Chief officers should be constituted early.

6. A coordination committee consisting of the representative of the Collector, Medical, Public Health Department, Town Planning Department, Public Health Engineering Department, Education Department

and the Chief Officers of the municipal councils should be set up in each district and it should meet at least once in a quarter.

7. The urban local bodies which are not levying profession tax should be urged to do so and the Government of India may be requested to revise the existing ceiling of profession tax from Rs. 250 to Rs. 1,000.

8. It is necessary to establish, beyond doubt, that the powers vesting in the urban local bodies to revise periodically the assessment of properties should not be fettered by the provisions of Rent Control Act. Likewise it should be clear in law that the increase in the amount of municipal tax or cess whether by way of upward revision beyond the controlled rent or by way of revision of ratable value or imposition of new tax or cess should be payable by the actual beneficiary namely the tenant occupier.

9. The Bill for permitting the levy of local taxes on Central Government properties should be circulated to the State Governments for eliciting their views or for discussion at a forum where representatives of State Governments and Local Self-Government participate. Central Government should give up the idea of prescribing exemption in favour of what are termed non-commercial Departments. If so required in public interest only certain specific sections of the Home and Defence Departments may qualify for exemption. In the case of properties exempted from the payment of local

- taxes, Government should lay down norms for payment of an amount in lieu of taxes by way of compensation or contribution.
10. The book value should not form the basis of assessing the residential properties of the Central Government. The Valuation Agency should be allowed to assess on the basis of reasonable current capital value having regard to the age and condition of the building.
 11. The Central Government properties should be assessed by the same machinery which undertakes the assessment of State properties and there should be a periodical revision every four or five years as in the case of other properties.
 12. In respect of Port Trust properties, the Madras model of the tax being prescribed as a percentage of gross revenue is commended.
 13. The Acts governing the municipal corporations should be amended to bring them on line with the provisions of the Maharashtra Municipalities Act in respect of payment of property taxes. The special concession of twenty per cent presented in respect of properties within the limits of corporations should be done away with. For fixing the ratable value of State Government Properties, the Government has prescribed that a rate of four per cent on cost of land and six per cent on cost of construction should be taken. The rate should be revised upwards to nine per cent with a differential, if necessary, of two per cent in respect of the cost of land only.
 14. Entertainment tax is a local tax in character and the local bodies should be given a share of entertainment tax. It should vary from 10 to 40 per cent in inverse proportion to the population of the municipal area. In effect it should be 40 per cent in respect of 'C' class municipalities, and 35 and 30 in respect of B and A class municipalities respectively. In respect of Municipal Corporation it should be 10 per cent.
 15. The Municipal Corporations of Bombay, Poona and Sholapur which are levying wheel tax on motor vehicles should be allowed to continue levying the tax. Suitable increase in the ceiling rates of the tax needs to be considered by the State Government.
 16. Octroi should be abolished and the loss of revenue should be made good by the levy of a multi-point turn-over tax.
 17. Food grains and milk should be exempted from the levy of multipoint turn-over tax. Except for this, there should be no special exemption in favour of Central or State Government goods from the payment of octroi or its substitute multipoint turn-over tax.
 18. The municipal Councils should be given a grant equal to 75 per cent of both the ordinary land revenue as well as the non-agricultural assessment realised during the previous revenue year.
 19. It is necessary that adequate

- and timely financial help is made available on an assured basis by government to the local authorities in respect of Schemes implemented under the Development plans of the Councils, which are approved by the State Government.
20. Provision of adequate and protected drinking water supply and maintenance of drainage systems which are the functions of prime importance involve heavy capital outlays and to avoid heavy losses to the Councils due to delay in allocation of funds or execution of Schemes which result in higher cost consequent on rising prices, it is essential to fix target dates for completion of Schemes and to adhere to them strictly.
 21. Water rates and other charges should generally be fixed at such level that it covers not merely the maintenance charges but provides for the servicing of the loans also.
 22. The Bombay Municipal Corporation needs to be accorded more favourable treatment in regard to special grants for construction of flyover bridges, sub-ways and similar other road works out of special road fund.
 23. Provision should be made in the Bombay Municipal Corporation Act to permit the Corporation to levy the profession tax.
 24. The Councillors and informed citizens of Poona will have to build up public opinion for relieving the Corporation from the stranglehold of Rent Control Act and progressively enhancing its revenue through both upward revision of the ratable value and the raising of the minimum rate of General tax to the level of 20 per cent.
 25. The borrowing capacity of the Poona Municipal Corporation has been adversely affected by the inclusion of the cost of a large number of capital works in revenue account. The corporation should take immediate measures to rebuild its borrowing capacity to at least Rs. 5 crores within the next three years.

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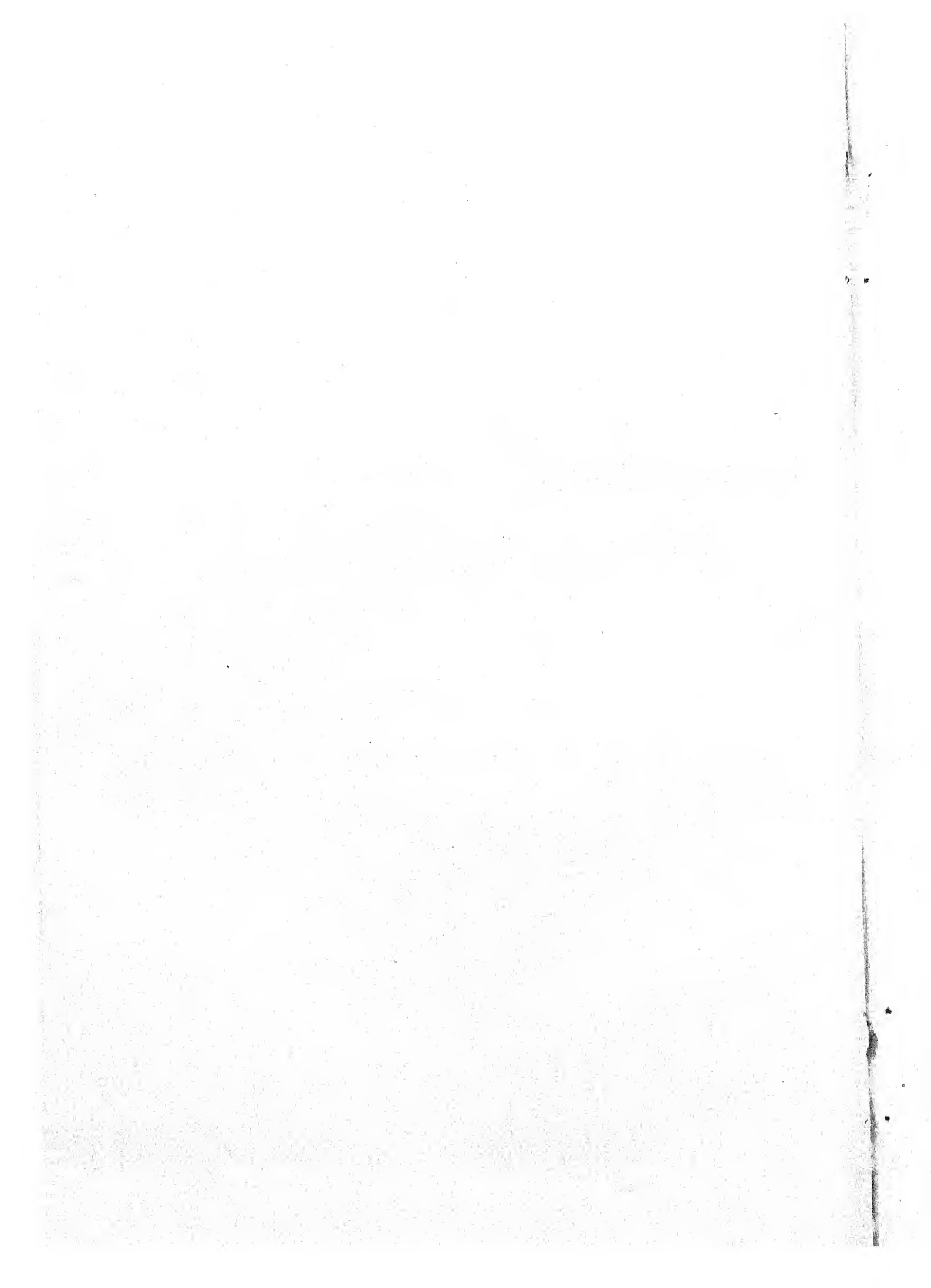
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Since Independence, there have been a large number of changes in the administrative organisations, work methods and procedures of the Central Government in India. Although these changes have been gradual, but taken together they indicate to a certain extent the efforts of the Government to effect procedural and policy innovations in the administrative system of the country. A careful examination of the various reform proposals between 1947-73 (from the Secretariat Reorganisation Committee Report 1947 to the Third Pay Commission Report 1973), indicates that the attempt at reforms is successful only when associated with major social, political or economic reforms. They are bound to failure, if undertaken for its own sake, without the proper ecological perspectives and even for the sake of such administrative values as efficiency and economy; merit and competence; rationale and planning. The Indian experience substantiates the view that administrative reforms are invariably fraught with political implications. Many reform measures in India could not be implemented because of their

far-reaching political overtones, or their consequences on political decision-making process. The Indian experience also suggests that after an initial momentum to administrative development given by certain *ad hoc* arrangements, the reform machinery needs to be institutionalised in one form or the other but with proper safeguards to avoid it become a part of the overall bureaucratic plethora. In the ultimate analysis, only such reform measures, which are properly conceived with an indigenous perspective and are implemented with the utmost zeal and a sense of commitments to national goals, are bound to enhance the systems administrative capability.—*Author*.

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In order to bring planning efforts to fruition, there is an imperative need for adequate and effective administrative procedures for coordinating the activities

of action agencies and thereby build up a composite mosaic of development within the framework of the comprehensive plan for urban development. Purposeful and systematic direction to urban development can not be given without a proper administrative procedure (within the framework of the urban law). There is thus a clear relationship between urban law and administrative law. There is need for a scientific approach to urban law with a view to overcoming the problems of urban development. If all the stages of planning process are made to keep in step with scientific principles of Administrative law, it is expected that a plan when prepared finally, will be least involved in difficulties at the time of execution.—*Author*.

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public deposits. Economic Times, 7 July 75, p. 5; 8 July 75, p. 5; 9 July 75, p. 5.

CORPORATIONS—PLANNING

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STONICH, PAUL J. Formal planning pitfalls and how to avoid them. Management Review (U.S.A.), 64(6) June 75, p. 4-11; 64(7) July 75, p. 29-35.

CORPORATIONS—TAXATION

BOADWAY, R. W. and J.M. TREDDENICK. The Effect of corporate tax changes by industry on employment in Canada : a short run analysis. Public Finance, 30(1) 75, p. 46-60.

GARNAUT, ROSS and ANTHONY CLUNIES ROSS. Uncertainty, risk aversion and the taxing of natural resource projects. Economic Journal, 85(338) June 75, p. 272-87.

CORRUPTION

GUPTA, V.S. (Central Vigilance Commission, New Delhi). Administrative vigilance and public sector. Lok Udyog, 9(6) Sept. 75, p. 41-7.

The work relating to vigilance and disciplinary action in a Ministry or Department is centralised by its Chief Vigilance Officer. On Santhanam Committee's recommendation Central Vigilance Commission was set up in 1964. The Chief Vigilance Officer functions as a link between the Commission on the one hand and the Ministry, Department or public undertaking on the other. An outline of corrupt practices committed by the employees and the measures to reduce the incidence is presented. The role of vigilance organisations is both punitive and preventive. Though

over-enthusiasm in vigilance is harmful, the healthy atmosphere created by properly administered vigilance is conducive to greater production. While inefficiency may be tolerated to some extent, lack of integrity cannot. Competence should not be rewarded at the cost of integrity and it should be integrity alone which should be given priority over all other qualifications of an officer.

MAMAK, S.S. (Fertilizer Corporation of India, Ltd.) Mechanism of vigilance in public undertakings. *Lok Udyog*, 9(4) July 75, p. 47-51.

Apart from the Chief Vigilance Officer in a Public Undertaking, two outside authorities which play an effective part in investigation of corruption cases against employees in the Public Undertakings are the Central Vigilance Commission and the Special Police Establishment Wing of the Central Bureau of Investigation. The duties and responsibilities of the Chief Vigilance Officer which can be preventive and punitive are listed and the effect of corruption inquiries on morale of the employees is analysed. The success of anti-corruption work depends upon the drive and initiative of the Chief Vigilance Officer and his ability to identify defects in procedure and practices, and to suggest improvements so that advantage cannot be taken of them by dishonest employees.

COST-BENEFIT ANALYSIS

CHANDRA SHEKHAR, A.K. Some analytical aspects of cost-benefit analysis. *Journal of the Lal Bahadur Shastri National Academy of Administration*, 19(4) Winter 74, p. 729-58.

MACIARIELLO, JOSEPH A. Dynamic benefit cost analysis : policy evaluation in a dynamic urban simulation model. *Socio-Economic Planning Sciences*, 9(3-4) June 75, p. 147-68.

COUNCILMEN

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cillors. *Journal of the Lal Bahadur Shastri National Academy of Administration*, 19(4) Winter 74, p. 759-73.

TILLEY, JOHN. Local government councillors and community work. *Community Development Journal*, 10(2) Apr. 75, p. 89-94.

WEINBERG, LEE S. Stability and change among Pittsburgh precinct politicians, 1954-1970. *Social Science*, 50(1) Winter 75, p. 10-16.

CREDIT

DEEPAK, K. Revitalising co-operative credit structure. *Kurukshetra*, 23(21) 1 Aug. 75, p. 6-7.

EDELSTEIN, ROBERT H. Improving the selection of credit risks : an analysis of a commercial bank minority lending program. *Journal of Finance*, 30(1) Mar. 75, p. 37-55.

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RAO, B. RAMACHANDRA. The Concept of credit budget in India. *Eastern Economist*, 65(4) 25 July 75, p. 166-7.

SUBRAMANIAM, C. New approach to rural credit. *Kurukshetra*, 23(21) 1 Aug. 75, p. 4-5.

VARMA, S.D. Bank credit to industry: the post-nationalisation trends. *Capital (Supplement)*, 31 July 75, p. 39-41.

CRIME—PREVENTION

AGARWAL, RAJENDRA SARAN. Public participation vital in prevention of crime. *Social Welfare*, 22(4) July 75, p. 12-14.

STANLEY, DAVID T. How safe the streets, how good the grant? *Public*

Administration Review, 34(4) July-Aug. 74, p. 380-9.

CRIMINAL PROCEDURE

KANNENSOHN, MIKE and WINIFRED LYDAY. Legislators and criminal justice reform. State Government, 48(2) Spring 75, p. 122-7.

DECISION-MAKING

COSTIN, W. J. Decision trees—nodal method. Work Study and Management Services, 19(5) May 75, p. 176-81+.

MIHALASKY, JOHN. ESP in decision making. Management Review (USA), 64(4) Apr. 75, p. 32-7.

ROBERTS, RALPH M. and MANNING H. HANLINE. Maximizing executive effectiveness: deciding about what to decide. Management Review (USA), 64(6) June 75, p. 25-32.

SARTORI, GIOVANNI. Will democracy kill democracy? Decision-making by majorities and by Committees. Government and Opposition, 10(2) Spring 75, p. 131-58.

DELEGATION OF POWERS

GERA, F.C. Delegation of powers. Hindustan Times, 3 July 75, p. 5.

The Steps taken for further liberalisation in the delegation of powers to administrators in India are in the right direction. The reasons for the failure of administrative Ministries in exercising these powers are analysed. When these powers are misused the offending officials should be punished or replaced. It is suggested that the institution of Associated Finance should either be scrapped or its functions be drastically revised. Routine cases should not be submitted to Ministers. Only policy cases should go to them.

DEMOCRACY

DANG, SATYAPAL. Parliamentary democracy—fight on many fronts. Mainstream, 13(47) 26 July 75, p. 9, 32-4.

DEVELOPMENT ADMINISTRATION

BRADY JAMES R. Initiating a systematic provincial development program: the governor's role. Philippine Journal of Public Administration, 16(4) Oct. 72, p. 501-13.

DAYAL, ISHWAR. U.N. agencies and administration for development. Economic Times, 5 Sept. 75, p. 5.

The aid rendered by U.N. and other international agencies for improving local administration in the developing countries has had a limited impact. The author has identified the major aspects of administration which need to be taken into account in the review of any foreign collaboration. As administration has its roots in culture and tradition, the will to cooperate individually and collectively is essential for effective administration. The less developed countries have highly developed rural and tribal social systems which are largely different from the Western ones. Therefore transplantation of Western systems will not help. The U.N. expert should have interest in the host country. He should help in the evolution of suitable administrative systems.

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Oct. 72, p. 488-500.

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DIPLOMATIC AND CONSULAR SERVICE

HOWE, RUSSELL WARREN. The U.S. foreign service; a process of Americanization. *Statesman*, 7 Aug. 75, p. 4.

DISTRICT ADMINISTRATION

DAM, SUKUMAR. District development administration. *Modern Review*, 137(5) May 75, p. 340-3.

The Purpose of this paper is to briefly discuss the development of administration in the district with special reference to the role of the District Officer in West Bengal. The District Magistrate has been recognised as the captain of a team of district level officers of different nation-building departments. He is to ensure proper coordination and implementation of various programmes. It is suggested that to ensure proper coordination the technical officers should be required to submit progress reports to the District Magistrate at regular intervals.

DROUGHT

THAHA, MUMTAZ. Development of drought prone areas. *Kurukshetra*, 23(22) 16 Aug. 75, p. 5-7.

DRUG TRADE

GUPTA, MEENA. Foreign monopolies dominate Indian drug industry. *Social Scientist*, 3(12) July 75, 53-9.

ECOLE NATIONALE D'ADMINISTRATION

LETTERS from across the channel: III. The Ecole Nationale D'Administration. *Public Administration (U.K.)*, 53 Summer 75, p. 153-8.

This is a translation of a letter received by Dr. Vincent Wright of the LSE.

ECONOMIC ASSISTANCE

BHATIA, B.M. Assault on poverty : a strategy for rural development. *Statesman*, 15 Sept. 75, p. 6.

DAS, SANTWANA KUMAR. Aid with a difference. *Mainstream*, 13(50) 16 Aug. 75, p. 31-4.

MUKERJEE, DILIP. Borrowing for survival : hazy strategy for future. *Times of India*, 5 July 75, p. 6.

ECONOMIC DEVELOPMENT

AHN, BYUNG-JOON. The Political economy of the people's commune in China : changes and continuities. *Journal of Asian Studies*, 34(3) May 75, p. 631-58.

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CLEMENTE, FRED AL. II and CONSTANZA FERNANDEZ. Philippine developmental thinking : a review. *Philippine Journal of Public Administration*, 16(4) Oct. 72, p. 474-87.

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NIGAM, RAJ K. The Socio-economic transformation in India. *Lok Udyog*, 9(4) July 75 p. 3-8.

RAO, B. S. VENKATA. Development of backward areas. *Eastern Economist*, 65(8) 22 Aug. 75, 355-7.

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SANFORD, JONATHAN. Development theory and the multilateral development banks: an assessment of the effectiveness of strategies used in international develop-

ment finance. *American Journal of Economics and Sociology*, 34(2) Apr. 75, p. 175-95.

ECONOMIC DEVELOPMENT— SOCIAL ASPECTS

AHMAD, MIRZA RAFI-UDDIN. Socio-cultural factors of economic growth. *Interdiscipline*, 2(4) Winter 74, p. 33-51.

ECONOMIC PLANNING

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IZZARD, RALPH. Qatar's growth plan: a policy of cautious development. *Statesman*, 1 Aug. 75, p. 4.

KHILNANI, NIRANJAN M. How to improve planning processes. *Socialist India*, 11(5) 5 July 75, p. 20.

Successful plan implementation requires enthusiastic and creative participation of the people. As more than 50 per cent of the state plan outlay is spent on projects whose success is largely dependent on public cooperation and participation, all possible channels of communication—horizontal, vertical, formal and informal—should be tapped.

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RANGACHARI, K. Decentralized planning : the need for integrated approach. *Statesman*, 11 July 75, p. 4.

Centre and states have formulated plans for the development at district levels. Funds have been laid out for drought prone regions, hill areas, tribal districts and backward people. Unless the pattern of priorities is decided at the regional level, the responsibility for execution is defused among different agencies. Officials at district or state levels usually recommend the plan for which they are trained rather than those having immediate benefit to the local community. The livestock farming areas can be made more profitable by providing facilities for modern training methods and assuring people that their food needs will be met through public distribution system. In drought prone areas digging wells for drinking water, irrigation facilities, setting up functional literacy centres and training in dryland farming practices, animal husbandry, livestock farming and housing construction with local materials should be given priority. To help the priority schemes in each district, state governments should coordinate credit policy with government outlays. An integrated approach to manpower problems, agriculture, subsidiary occupations and industry is essential for the successful decentralized planning.

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EDUCATION

ABRAHAM, A.S. Linking learning and

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EDUCATION — $10+2+3$. States, 6(18-19), 5-19 July 75, p. 6-10+

Contents: Cover story, by P.L. Malhotra; Concensus at national bodies, by Nurul Hasan; Problems of implementation, by Amrik Singh.

GANGADHAR, V. Rushing with school reform; hopes and fears in Gujarat. *Times of India*, 15 Sept. 75, p. 6.

JOHN, V. V. Higher education : the spectre of rigid structures. *Statesman*, 28 Aug. 75, p. 4.

ROSEN, BRUCE. Open tertiary education in Australia. *Australian Journal of Social Issues*, 10(2) May 75, p. 89-100.

EDUCATION—PLANNING

BISWAS, S., C. GIRI, BALKRISHNA and V.K. BERRY. Linear programming model of obtaining optimal enrolment in various educational sectors: a return approach to educational planning. *Manpower Journal*, 10(4) and 11(1) Jan.-June 75, p. 64-101.

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EDUCATION AND STATE

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ELECTIONS

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LEVENGLICK, ARTHUR. Fair and reasonable election systems. *Behavioral Science*, 20(1) Jan. 75, p. 34-46.

PAINTER, MARTIN. Parochialism and localism in local council elections in suburban Sydney. *Public Administration (Australia)*, 33(4) Dec. 74, p. 346-59.

RACE, JEFFREY. The January 1975 Thai elections : preliminary data and inferences. *Asian Survey*, 15(4) Apr. 75, p. 375-81.

ELECTIONS—LEGISLATION

DEB, J.M. The Election law amendment bill. *Socialist India*, 11(10) 9 Aug. 75, p. 3-4.

DHAR, VIMLA. Electoral reforms. *Kurukshetra*, 23(16), 16 May 75, p. 4-7.

ELECTRIC PLANTS

SURINDER KUMAR. Thermal power plants: a study in capacity utilisation. *Yojana*, 19(12) 15 July 75, p. 27-9.

ELECTRIC POWER—RATES

HARPREET KAUR and G.S. DUGGAL. Criteria for fixing electricity tariff. *Economic Times*, 4 Aug. 75, p. 5+

ELECTRIC UTILITIES—REGULATION

PHADNIS, UMASHANKER. Revamping electricity boards. *Hindustan Times*, 22 July 75, p. 5.

Fundamental changes in the structure of electricity boards are to be brought through the proposed amendments to the

Electricity Act. This will make one of the directors incharge of personnel management and will provide a full time member incharge of production and distribution functions of the Board. Such personnel policies are to be evolved which make production side as attractive as distribution and will solve the conflict between specialists and generalists. Engineers feel that over-centralisation of the Authority has had a demoralising effect in plant management. Setting up of the monitoring cell by the Central Authority to obtain daily production records has helped in increasing the efficiency and performance of the thermal and hydel stations.

EMERGENCY POWERS

ACHARYA, G. N. Emergency is not enough. *Mainstream*, 14(1-5), Annual Number, 75, p. 61-4.

DAYAL, ISHWAR. Administration for emergency and after. *Economic Times*, 23 Aug. 75, p. 5.

When emergency is caused by external forces, it is easier to evolve a "Superordinate goal" to resolve inter-group differences than when caused by internal reasons. Improvement in individual ability is not enough. It must be complemented by changes in the system in which the individual works. Appropriate administrative action and cooperation of concerned groups is necessary to achieve the desired goals. The major areas of change for overcoming the critical shortcomings of the administrative system are: policy formulation, result orientation, clarity of politico-administrator relations, financial responsibility and rationalisation of work. An organisation must be set up to evolve a strategy that will make the benefits of emergency long lasting.

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VENKATASUBBIAH, H. Emergency, services and the public. *Hindu*, 8 Sept. 75, p. 6.

EMPLOYEE DISCIPLINE

BONIFACIO, MANUEL FLORES. Self-discipline and organizational behaviour. *Philippine Journal of Public Administration*, 17(1) Jan. 73, p. 58-67.

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EMPLOYEES' BENEFIT PLANS

FLEMING, SANDRA. Getting your money's worth from ERISA. *Personnel (U.S.A.)*, 52(3) May-June 75, p. 32-43.

EMPLOYEES' REPRESENTATION IN MANAGEMENT

BAJEC, MILAN. 25 years of self-management in Yugoslavia. *Socialist India*, 10(11) 16 Aug. 75, p. 82-3.

DUA, H.K. Workers in the boardroom. *Indian Express*, 19 Sept. 75, p. 4.

GEARE, A. J. Worker participation. *New Zealand Journal of Public Administration*, 37(2) Mar. 75, p. 9-21.

KRISHNAN, N.K. Role of public sector and working-class participation in

management. *Mainstream*, 13(44) 5 July 75, p. 11-15.

The Public sector in India is following the anti-imperialist state capitalism which is developing the productive forces of the country on the national level, reducing the economic dependence of foreign capital. The basic and heavy industries are included in it. It has built up a cadre of modern managers, engineers, technicians and contributed in building up research, modern technological and technical know-how potential. Better performance of public sector is due to better maintenance of plants and equipment, proper materials management and comparatively better labour-management relations. There is need for effective workers' participation in management at all levels. They should participate in actual policy-making and decision-making at all appropriate levels. It will help in combating corruption, eliminating waste and improving efficiency; effective and economical use of raw materials; concretely countering the monopolists' plans; democratic and correct pricing policies; full use of installed capacity; establishment of coordinative machinery for effecting other radical changes in lending and credit policies; and evolving a system for training suitable cadre for manning public sector. This will help the working class to take active part in national economy.

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OLIC, TEODOR. Self-management basis of Yugoslav social system. *Socialist India*, 10(11) 16 Aug. 75, p. 81-2.

OBRADOVIC, JOSIP. Workers' participation : who participates? *Industrial Relations*, 14(1) Feb. 75, p. 32-44.

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EMPLOYMENT

HENNESSY, JOSSLEYN. Employment problem in third world. Eastern Economist, 63(13) 25 Sept. 75, p. 600-3.

KAMAT, G.S. (Vaikunth Mehta National Institute of Cooperative Management, Poona). Guaranteeing jobs for the rural unemployed. Khadi Gramodyog, 21(9) June 75, p. 412-15.

Maharashtra's Rural Employment Guarantee Scheme may look utopian but it is as mundane as it is earthly. If the scheme is seen through a successful course the result may well be the harbinger of a new era not only of planning but of a socio-economic life as well—*Reproduced*.

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RAO, RAMMOHAN T.V.S. and K. PRASAD. Determinants of employment potential of selected manufacturing industries in Uttar Pradesh. Manpower Journal, 10(4) and 11(1) Jan.-June 75, p. 27-50.

EMPLOYMENT—PLANNING

GOPALAN, MUTHUSWAMI and V.

KULANDAISWAMY. (Shri Ramakrishna Mission Vidyalaya, Coimbatore). Employment generation vis-a-vis development orientation: a strategy. Khadi Gramodyog, 21(10) July 75, p. 477-80.

Many programmes have been launched since 1969 onwards to effect employment generation. But they could not achieve remarkable achievements in eradicating unemployment problems. Again in the Fifth Plan the programme is being taken up in right earnest. Once it is kept in mind that generation of employment is not for employment's sake but for creation of needy development assets too and the lessons learnt from past failures go home, there is no reason why it should not be a success with boost given by the state. —*Reproduced*.

EMPLOYMENT AGENCIES, GOVERNMENT

MEHER, M.R. Making employment agencies more purposeful. Capital, 175(4377) 21 Aug. 75, p. 252-3.

ENERGY RESOURCES

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PHADNIS, UMASHANKAR. Bio-gas to the rescue. Hindustan Times, 31 July, 75, p. 7.

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After the 1973 Arab-Israeli conflict the petroleum costs have gone up. This essay focuses on the Indian government's responses to the multi-faceted onslaught of the inflated energy costs and the international community's reactions to India's predicament. Pacts with oil exporting countries and domestic measures to deal with supply, pricing, allocation and distribution of petroleum products are briefly pointed out. The pre-existing search for new sources of domestic oil has been intensified. Steps taken to earn more foreign exchange and curtail non-essential imports are analysed. The Indian regime has coped with the energy emergency in its external and domestic aspects without losing its diplomatic balance and its control over public order and the maintenance of democratic processes.

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ENTREPRENEURS

PRASAD, JOGENDRA. Developing entrepreneurs. *Economic Times*, 29 Aug. 75, p. 7.

ENVIRONMENT

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ENVIRONMENTAL POLICY

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EQUALITY

BISWAS, RATHINDRA. Constitution and equality. *Mainstream*, 13(46) 19 July 75, p. 9-10.

COLEMAN, JAMES S. Inequality, sociology, and moral philosophy.

(Review essay), *American Journal of Sociology*, 80(3) Nov. 74, p. 739-64.

EQUITY

COOK, KAREN S. Expectations, evaluations and equity. *American Sociological Review*, 40(3) June 75, p. 372-88.

EUROPEAN ECONOMIC COMMUNITY

NOEL, EMILE. The External relations of the EEC, and its internal problem. *Government and Opposition*, 10(2) Spring 75, p. 159-66.

EUROPEAN PARLIAMENT

MANNING MAURICE. Direct elections to the European Parliament: some implications for Irish politics. *Administration*, 22(4) Winter 74, p. 384-99.

EXECUTIVES

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BUCHANAN, BRUCE, II. Government managers, business executives, and organizational commitment. *Public Administration Review*, 34(4) July-Aug. 74, p. 339-47.

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MINICUCCI, RICK. What's happening to the administrative manager's job description? *Administrative Management*, 36(3) Mar. 75, p. 20-2.

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SEHEIN, EDGAR H. How "career anchors" held executives to their career paths. *Personnel* (U.S.A.), 52(3) May-June 75, p. 11-24.

EXECUTIVES—ETHICS

BUCHANAN, BRUCE II. Red-tape and the service ethic: some unexpected differences between public and private managers. *Administration and Society*, 6(4) Feb. 75, p. 423-44.

EXECUTIVES—POWERS AND FUNCTIONS

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EXECUTIVES—SALARIES

MURTHY, K.R. SRINIVASA and MALCOLM S. SALTER. Should CEO pay be linked to results? *Harvard Business Review*, 53(3) May-June 75, p. 74-80.

TODD, JOHN O. "Cafeteria compensation": making management motivators meaningful. *Personnel Journal*, 54(5) May 75, p. 275-81.

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The enormous increase in public expenditure in recent years demands a stricter control over them to ensure proper, efficient and economic utilisation. This can be achieved by some independent, objective and competent experts other than those entrusted with the responsibility of spending the public funds. Public investment decisions of such unprecedented scale and variety should not be made within the framework of traditional accounting, auditing and expenditure appraisal. After a mention of the shortcomings in the public investment decisions, the merits of appraisal of a public project from the angle of the costs imposed on the society and the benefits it receives from the project are explained. A brief discussion on planned programme budgeting system is followed by other services the accountants can render in the public investments and expenditure schemes.

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tions of a vast number of people in India seem to have remained more or less static. This article intends to provide a quantitative estimation of the magnitudes of income inequalities and of poverty with the help of empirical evidence collected from Ballia district of Uttar Pradesh. The analysis of the results obtained from the empirical findings are carried through the discussion of the pattern of inter-group income distribution, the comparative levels of income and the magnitude of rural poverty in the region.

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Grants Commission, by R. Else-Mitchell; Trends in inter-governmental fiscal relations in the United States, by B.K. Shrivastava; Federal financial relations in Canada, by J.P. Sharma; Text of the relevant Articles of the Constitution; The Finance Commission (Miscellaneous Provisions) Act; Personnel and terms of reference of the Six Finance Commissions, Rules of procedure of the Finance Commissions; Federal financial relations; A select bibliography.

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Up to ten million tons of foodgrains are lost every year because of poor or faulty storage, rodents and pests. This is not only twice the amount of grain India imported in 1974, but would have been more than enough to meet last year's world food deficit estimated at 7.5 million tons. Indian scientists and agriculturists, working together with UNDP/FAO experts, have designed

and fabricated small and medium-size storage bins which are currently being field tested. The Government has also intensified its campaign against rodents and pests. To improve grain storage facilities, the Government has established the Grain Storage Research and Training Centre at Hapur. As a part of seven year project, the Indian Grain Storage Institute was set up at Hapur to carry out research and to design and fabricate bin prototypes. Two field stations, one at Ludhiana and the other at Bapatla in Andhra Pradesh were established by the Institute. It has also developed a pesticide known as EDP plus. The Institute has been developing suitable dryers and drying techniques. As part of its "Save Grain" campaign, the Government, with assistance from the Institute, is also developing information and communications materials to train village level workers and other agricultural extension officers in improved storage techniques.

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The Public sector has been accepted as an instrument of Government policy following the dictum that basic and heavy industries of strategic importance and industries neglected due to gestation, low profitability and uncertain markets must be administered through the Government to ensure its effective control over the economy. Independent marketing units are to be established to solve the problems of export promotion

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This is a text of a speech at the meeting of the Study Circle of Standing Conference of Enterprises held at New Delhi recently. Chief Executives

do not devote enough time to find out how to improve the right quality of management service. First, the proposed task over the next fifteen years or so should be translated into action. Then derive the quality and number of personnel required. Only thereafter the programme for management development can be started. Probationary period is not enough utilised for management development. Foreign ideas should be introduced only after their suitability in Indian environment is judged.

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Mixed economy in India has left the lucrative centres of profit largely in private hands. Though public sector has been large, embracing the commanding heights of the Indian economy, its role as a stimulator has constrained the scope of mobilising resources through profits from public enterprises. The concept of national sector would tend to open up some of the profitable avenues of public investment to private subscriptions; dilute their ownership and

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INFORMATION SYSTEMS, MANAGEMENT

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Land reforms being a state subject, all India policy could not be evolved. The principal measures related to the abolition of intermediaries or rent receiving tenures and the reforms of tenancy including regulation and reduction of rent and security of tenures. In U.P. important land legislations introduced are—the U.P. Zamindari Abolition and Land Reforms Act, 1950, the U.P. Consolidation of Holdings Act, 1954 and the U.P. Imposition of Ceiling on Land Holdings Act, 1960. As a result of these measures a good proportion of surplus land has been distributed to the landless labourers. Land distribution policy should include the weaker section of the society also with distribution of land, provision should be made for fertilisers, irrigation and technological development suitable to small holdings. These should be a limit beyond which no further division should be allowed. It is suggested to set up a department which would initiate, implement and coordinate the land reforms measures. These measures should be properly defined and their objective should be clear. Close supervision and guidance is to be given to the landless persons and where necessary, the agricultural operation could also be subsidised. Land reform policy should be consistent with the requirement of the economy. Rural industries are to be developed and there should be commercial use of land, the land policy

should conform to the socio-economic aspirations of the society.

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LEADERSHIP

ASHIRWAD, N. (A.M.A.L. College, Anakapalle, Andhra Pradesh). Civic Leadership in Anakapalle. *Nagarloka*, 7(2) Apr.-June 75, p. 12-18.

The present study has shown the emergence of leadership in the medium-size town. It analyses the following. The social and political background of municipal leaders, their educational attainments, age, occupation and economic base. The scene of study and field work being Anakapalle in Visakhapatnam District of Andhra Pradesh.

From the study, the following observations can be made. In the elections,

votes are polled on the basis of caste. Money plays a decisive role. It is the business men who dominate the municipal council. The new leadership comes mostly from backward community. There is emergence of youth leadership. They are low educated and highly educated citizens have no interest in town politics. Women do not actively participate in municipal politics. Partywise the Swatantra and Janasangh have been gradually gaining hold in the politics of the town. The electorate is also not conscious of its civic duties and responsibilities.—*Author*.

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LEGAL AID

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LEGISLATIVE COMMITTEES

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The Growing complexities of modern administration and pressures of extra work have imposed more strain on parliament whose main job is making laws and keeping watch on the functioning of government machinery. It is suggested that Parliament should have an elaborate committee system so that greater care can be taken in passing laws and ensuring that these laws are faithfully implemented by civil servants. These committees will save the time of Parliament and scores of back-benchers can be involved in them, who are generally mute witnesses of the proceedings in the house. Work in the committee rooms brings out the hidden talents among M.Ps. and will encourage them to specialise in chosen problems. Committee work will promote a feeling of corporate functioning among members. Committee system in other countries has helped in making legislation more purposeful and exercises surveillance on government.

In India there are a few parliamentary committees and out of these, Public Accounts Committee, Estimates Committee and Public Undertakings Committee are most important. It is suggested that standing parliamentary committees should be appointed for all the ministries. To function effectively the standing committees, with parlia-

mentary sanction behind them, should meet every few weeks to review the working of the ministries. There is a proposal that detailed clause by clause examination of bills be done by a committee instead of Parliament. It will lessen Parliament's work and will help it to concentrate on basic matters of policy.

LEGISLATIVE PROCEDURE

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LEGISLATORS

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LOCAL FINANCE

SALYZYN, VLADIMIR. Solving local intergovernmental fiscal problems. *Governmental Finance*, 4(2) May 75, p. 5-10.

SUBRAHMANYAM, KOMPELLA SIVA. (D.N.R. College, Bhimavaram, Andhra Pradesh). Local borrowings in India. *Mainstream*, 13(49) 9 Aug. 75, p. 15-18.

Under some circumstances local authorities can legitimately incur short-term

debt to finance certain capital outlays. The circumstances or purposes for which long-term borrowing is or is not desirable are analysed. The borrowing powers of local authorities must be regulated, otherwise they may plunge into financial disasters. In India from early times, the borrowing powers of local authorities are regulated. Loans have played a remarkable small role in Indian local finance. Except the municipal corporations and other bigger urban local authorities, others are not ordinarily permitted to borrow funds from the open market and are granted instead, loans from the State Government. Debt liquidation is generally effected by means of sinking funds for open market loans and annuities for government loans.

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LOCAL TRANSPORTATION— FEDERAL AID

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MANAGEMENT

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MANAGEMENT—RESEARCH

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MANPOWER PLANNING

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MANPOWER UTILISATION— LEGISLATION

MANPOWER revenue sharing. Good Government, 90(3) Fall 73, p. 1-14. (complete issue).

MARRIAGE

BARANWAL, J.P. Urbanization and changing pattern of marriage. Inter-discipline, 2(4) Winter 74, p. 59-79.

MATERIALS MANAGEMENT— STATISTICAL MODELS

LAKSHMANA SAMY, M.V. Statistical methods in materials management. Management in Government, 7(1) Apr.-June 75, p. 38-51.

MEDICAL EDUCATION

SCHEFFLER, RICHARD M. Physician assistants : is there a return to training? Industrial Relations, 14(1) Feb. 75, p. 78-89.

MEDICAL SERVICE

PADMANABHAN, B.S. The Barefoot doctor again? Hindu, 26 July 75, p. 6.

REID, RICHARD A. Simulation and evaluation of an experimental rural medical care delivery system. Socio-Economic Planning Sciences, 9(3-4) June 75, p. 111-19.

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THE MERIT principle today : a symposium. Public Administration Review, 34 (5) Sept.-Oct. 74, p. 425-52.

Contents: Whose merit? how much? by David T. Stanley; A Pivotal point for the merit concept, by Enid F. Beaumont; Merit : a union view, by Jerry Wurf; Are merit and equity compatible? by Harry Kranz; A Death at the White House: the short life of the new patronage, by Mathew B. Coffey; Merit principles in military officer personnel administration, by Thomas D. Morris; Merit: the now and future thing, by David T. Stanley.

METROPOLITAN GOVERNMENT

ARON, JOAN B. Regional governance for the New York metropolitan region : a reappraisal. Public Administration Review, 34(3) May-June 74, p. 260-4.

BANERJEE NIRMALA. A Metropolitan government for Calcutta metropolitan district. Nagarlok, 7(1) Jan.-Mar. 75, p. 5-14.

In this article the feasibility of metro government for Calcutta is examined. Calcutta metropolis is a very unusual

development in the history of mankind. Its problems cannot be treated at par with any other metro of the world. Since 1947, Calcutta has suffered a continuous and steady decline of its economic base. Because of the influx of refugees, the metro grew in various directions haphazardly and over a large area. In London or Bombay the entire metropolitan region is more or less equally growth-prone. In case of Calcutta it is not so. Modern kind of civic development covers a very small area of metropolis. There are great differences in the per capita tax collection in the different areas. A metro government may merely create another level of establishment making further in-roads in the scarce local resources. It may be better to maintain the separate identities of the various local areas.

BHATTACHARYA, MOHIT. (Indian Institute of Public Administration, New Delhi). Metropolitan government : some foreign models. *Nagarloek*, 7(2) Apr.-June 75, p. 5-11.

There are various structural solutions to the problem of governing an expanding metropolis. Formal structural solutions are mainly of 3 types:

- (i) two-level approach.
- (ii) one-government approach, and
- (iii) special districts.

In India the form of metropolitan government in our major urban areas such as Greater Bombay, Calcutta, Madras, Delhi and a few others is still evolving. It is possible to gain from the experiences of other countries abroad where different forms of government have been introduced to cope with the governmental problems of the metropolitan areas. Greater London, Toronto, Paris and Tokyo are worth our examination. These four cities have adopted the two-level approach which is a kind of metropolitan federalism with one level dealing with major area-wide

services and another level looking after smaller local community services. In spite of basic similarity in the two-tier approach, the four metropolitan areas also differ in many important respects because of the peculiarities of local circumstances and attitude to governance. The important features of the metropolitan situation in the 4 cities have considerable relevance to the metropolitan areas in India. Yet one should not forget that governmental forms at any level in a country usually have deep roots in local history and tradition of governance and these lend an evolutionary character to governmental structure.—*Author*.

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SELLA, AMMON. Red army doctrine and training on the eve of the second world war. *Soviet Studies*, 27(2) Apr. 75, p. 245-64.

MOTIVATION

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MOTIVATION—RESEARCH

MEHTA, PRAYAG and NIRMALA MOHTA. Achievement motive research in India. *Indian Journal of Psychology*, 49(4) 74, p. 320-35.

MOTOR TRANSPORTATION

GURJAR, M.N. Why this bottleneck for road transport? *Commerce*, 131 (3355) 6 Sept. 75, p. 405-7.

MULTILINGUALISM

OBLER, JEFFREY. Assimilation and the moderation of linguistic conflict in Brussels. *Administration*, 22(4) Winter 74, p. 400-32.

MUNICIPAL BUDGET

CHMURA, THOMAS J. and WILLIAM A. WALLACE. A Test of a municipal budgeting simulation in a small city. *Socio-Economic Planning Sciences*, 9 (3-4) June 75, p. 131-6.

MUNICIPAL FINANCE

McMILLAN, H. STEWART. Longterm municipal financing. *Governmental Finance*, 4 (2) May 75, p. 16-19.

MUNICIPAL GOVERNMENT

PARTAP SINGH. (University College, Kurukshetra). Municipalities and the provisions for public safety : a study of Haryana. *Nagarlok*, 7 (2) Apr.-June 75, p. 24-9.

Public safety is one of the important functions of municipalities. It includes protection from fire, lighting of streets and roads, and destruction of stray dogs and other animals. Municipalities in Haryana have not been able to perform their function of public safety satisfactorily mainly because of the low per capita incidence of expenditure. Municipal expenditure for public safety over the years 1964-65 to 1968-69 is presented in the form of tables. It is suggested that the remedy for poor performance lies in financial assistance, expert and technical help, structural reorganisation and wider tax base.

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MUNICIPAL GOVERNMENT— ACCOUNTING

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City governments are in charge of providing various goods and services and so can be treated as business organisations. In the wake of socio-economic developments, since the attainment of Independence, the management of city governments has assumed new dimensions. The present accounting system, built into the conventional budgetary system does not fulfil the planning and control requirements of the management. It also entails duplication of work and a great deal of clerical effort is unnecessarily wasted. It is suggested that the city governments in India should adopt commercial accounting system. Coding of accounts will be beneficial. Depending on the level of the manager who is entrusted with a particular job a responsibility coding structure should be formed. Complete rapport between deliberative and executive bodies is necessary for efficient administration of the city governments. Full benefits of performance budgeting can be reaped only when a streamlined accounting system together with a responsibility accounting concept is introduced.

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The suggested steps for streamlining O&M activities are: (a) acceptance of the role of O & M in public administration; (b) handling the O & M work at much higher levels; (c) more comprehensive training of the O & M specialists and career planning for them; (d) appreciation courses at higher levels of administration; (e) full examination of the structure of work before changes are followed.

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The present era is of welfare state. The government of a welfare state is

concerned with a wider and more positive needs of allround development and progress. The state achieves its popular and welfare objectives through the instruments of public administration. It is considered a great modernizer, a nation builder and an instrument of socio-economic transformation.

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PUBLIC DISTRIBUTION SYSTEM

BISHNU PRASAD. (Minister of State,

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Cooperative societies can make the distribution system effective and efficient, specially in rural areas. These societies have peoples' shares in it and are also managed by the people. In Assam Gaon Panchayats have been given the responsibility of public distribution. The fair price shops attached to these societies will be responsible to them. The financial arrangements have been made with concerned banks which will make easier the functioning of these societies at the initial stages. The executive committee of the members looks after the management. Secretaries of the cooperatives are trained and educated in cooperative ideas and principles to deal efficiently with current economic situation. A state level cadre society has been constituted to look into the work and efficiency of these societies.

PUBLIC DISTRIBUTION SYSTEM

JOSHI, NAVIN CHANDRA. (Indian Cooperation Mission, Kathmandu). The Public distribution system. Khadi Gramodyog, 21(9) June 75, p. 420-2.

A careful scrutiny of the present economic situation makes it clear that it is not so much because of shortage of consumer goods that the economy is suffering as it is due to lack of an efficient procurement and distribution system. There is an urgent need for devising a system by which the supply of basic necessities can be ensured. The Government has a major role to play in this important field and should act with business prudence.—*Reproduced.*

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The developing countries can have real planned economic development only when the community is assured of a regular supply of essential commodities of mass consumption nature at fair prices throughout the year. Since the second world war, the fair price shop system worked well in public distribution system. But, in 1962's emergency, the prices shot up and fair price shops could not control them. At this stage the Government created a new Ministry of Civil Supplies and Cooperation. The Ministry had two fold approach, namely, "commodity approach" and "area approach". In the first approach important essential commodities' adequate production and equitable distribution would be sought. The 'area approach' means a systematic beginning by focusing attention first on metropolitan and large urban areas, mining and industrial areas, plantation belts, scarcity-affected and deficit areas.

Author has suggested that voluntary agencies and homeguards should come forward for building social consciousness and responsibility in distribution system. It is suggested that Government should support consumer cooperatives financially and fair price shops should have a closer supervision by the people with a sense of devotion, integrity and a reorganised administrative set-up.

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RAILWAYS—PERSONNEL

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The peculiar nature of the activities of the managerial units of Indian Railways assigns to their line and staff relationships a form and content quite different from either a typical commercial organisation or a government department. The staff relationships mainly exist in the Personnel and Finance Departments of the Railways and the remaining departments work with line relationships. In the context of the fact that these two departments deal with the two huge inputs which the Railways apply, viz., manpower and finances, this arrangement shows its own strengths and weaknesses. The course of action recommended is a general retention of the existing system of all staff positions being held by line managers with the proviso that these officers should receive specialised training and that in a few fields like public relations, personnel management, etc., a few 'specialists' with a limited tenure should be injected.—*Author*.

REAL PROPERTY

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REDEVELOPMENT, URBAN

RAO, M.S.A. Problems of urban development. Yojana, 19(12) 15 July 75, p. 30-1.

The employment opportunities and higher wage rates in metropolitan areas and cities attract immigrants from rural sector. As all cannot get employment and prices of essential commodities are quite high, they are pushed below the line of poverty. Another problem in metropolitan cities is land speculation,

which makes it difficult for the common man to purchase land and the result is cancerous spread of squatters' colonies in the cities. It has become necessary to limit the size of cities by dispersal of industries and regional development. It is suggested to adopt a policy at the national level for the low cost housing and manufacture. Administration should provide site and services at reasonable and subsidised costs.

For the poor urban dwellers, government should form national social security schemes, employment policies, health and old age benefits and should have an integrated system of social service agencies including housing, environmental sanitation, health education and welfare activities.

Tension management agencies at various levels of administration involving local participation are desired. The urban planners should evolve a low cost technology for all the urban infrastructure facilities. Urban property ceiling, real estate speculation and curb on unauthorized colonies will make the city clean. In recent years regional development is more emphasised, as it includes cities, towns and villages. A network of transport and communication systems facilitating easy and quick movement of commuters and commodities is needed. The fringe villages, which tend to receive more migrants due to the nearness to the city, cheap living conditions, less congestion and availability of open space have made it necessary to consider rural development complementary to urban development.

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REGIONAL PLANNING

DEVA RAJ (Indian Institute of Public

Administration, New Delhi). Administrative issues in integrated planning and development with special reference to Madras-Chingleput region. Nagarlok, 7(2) Apr.-June 75, p. 1-4.

Madras-Chingleput region is one of the eight planning regions into which the State of Tamil Nadu has been divided; and it itself consists of the Madras-Metro and three other sub-regions. The pronounced disparities between the metro and non-metro areas is brought out by the fact that the three sub-regions have only 14 per cent urban population as against the state average of 30 per cent and metro average of 89 per cent. For a balanced development of the region the three sub-regions should also be constituted into Local Planning Authorities under the overall supersession and guidance of a regional body. The Madras Metropolitan Development Authority has a special role to promote urban development in the region to relieve pressure on Madras.—*Author*.

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REGIONAL PLANNING—INDIA

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Regional development planning is necessary to make available the fruits of development to people all over the country primarily through balanced regional industrial development. Planning should aim at not only increasing the productive capacity of the economy but also distributing the fruits of development in such a way that the poor benefit the most.

In India the regional differences in industrial development are considerable. To achieve the objectives of economic development, social justice and environmental quality, the country should be divided into planning regions. Without Government interference economic development by itself will not bring about balanced regional development. The Government has not only improved the infrastructural facilities in backward areas but also offered various financial incentives to those entrepreneurs who are willing to start industries in such areas. But, in many cases the level of growth achieved is not in proportion to the provision of infrastructure facilities. The growth potentialities and problems of each backward region have to be carefully studied. Some measures should be taken to stimulate the motivation and participation of the people in the process of economic and social change.

Some countries have tried to achieve regional development through growth poles. "A regional growth pole is a set of expanding industries located in an urban area and inducing further development of economic activity throughout its zone of influence". However, these growth poles have failed to generate substantial economic development or social transformation. Excessive concentration on industrialisation has to be avoided. Any project for regional development should focus not only on industrial development but also on the development of other sectors like agriculture, agro-industries, horticulture, poultry, fishing, dairy farming, etc. This alone gives an integrated outlook to our regional plans.—*Author*.

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This is the fourth and final instalment. The earlier instalments of this paper appeared in August, September and October-November 1974 issues of Lok Udyog.

TRADE WASTE

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TRAINING

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TRAINING—CIVIL SERVICE

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TRAINING—EXECUTIVES

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The purpose of Management Development (MD) is to prepare the executives to sharpen their skills and abilities and fit them to assume higher responsibilities with the object of strengthening the organisation. MD covers three operational areas—education, training and development. The present MD systems of the public sector are analysed under seven broad divisions. The divisions are—Dovetailing of corporate and individual objectives; Budgeting for MD; Establishing training needs; Management development and management succession; Quality of MD instructions; MD staff; and Follow-up and evaluation of MD programmes. The public sector companies should improve the performance of existing managers and ensure a continuous supply of new managers to meet the future needs of the business.

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THE TRAINING of civil servants of the Commission of the European Communities. (English summary of original article in French). *International Review of Administrative Sciences*, 41(2) 75, Original p. 109-27, Summary p. i-iii.

TYAGI, A.R. (National Academy of Administration, Mussoorie). Administrative training : a theoretical postulate. *International Review of Administrative Sciences*, 40(2) 74, p. 155-70.

An elaborate system of training and development is necessary to enable the Indian civil servants to carry out the planned programmes. The important issues involved in preparing the civil servants for adequate performance of their administrative roles are : 1. The overall concept or philosophy of administrative training appropriate to the developing society, particularly of India during the decade of the 1970s; 2. Determining and designing the curricular contents of a training programme; 3. Designing appropriate techniques of training; 4. Determining the institutional responsibility for administrative training. These issues are discussed exhaustively to provide a framework to study the existing system and future needs of administrative training in India.

TRAINING—SOCIAL WORKERS

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TRAINING—SUPERVISORS

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UNEMPLOYMENT RELIEF

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levels and settlements; (b) regional physical plans must be interlinked with economic-sectoral planning and vice-versa; (c) an urban land policy is needed, so that values generated by social forces and development activities belong to society; (d) instead of an elitist approach, norms and standards should be realistically related to resources and social needs; and (e) available system of administrative organisation, planning and budgetary techniques should be evolved as variables of functions and areas in a regional setting.—*Author*.

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VILLAGE PANCHAYATS

CHARYULU, U.V.N. (National Institute of Community Development, Hyderabad). Panchayati raj in Andhra Pradesh. *Kurukshetra*, 23(20) 16 July p. 7-9.

This article has also appeared under title "Proposed amendments to panchayati raj legislations in Andhra Pradesh" in *Community Development and Panchayati Raj Digest*, 7(1) July 75, p. 9-13 and under title "Revitalising of panchayati raj institutions in Andhra Pradesh" in *Panchayat Aur Insan*, 7(4) July 75, p. 6-8.

Andhra Pradesh is contemplating major changes in its Panchayati Raj system. In the light of the recommendations of the two Committees (Vengala Rao 1968, Narasimham 1971) Government has introduced two Bills in the legislature to amend the existing Panchayati Raj legislations. The salient features of these proposed changes and their implications to the existing Panchayati Raj system are the concern of the paper.—*Author*.

HARICHANDRAN, C. Elementary education through panchayati raj in Tamil Nadu. *Kurukshetra*, 23(18) 16 June 75, p. 7.

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THAPAR, B. Panchayati raj : which pattern. *Panchayat Aur Insan*, 7(15) Aug. 75, p. 8-9.

VILLAGE PANCHAYATS—
ADMINISTRATION

MURDIA, RATNA. (Tata Institute of Social Sciences, Bombay). Problems of coordination in panchayati raj administration. *Indian Journal of Social Work*, 36(1) Apr. 75, p. 75-85.

Coordination is an important administrative phenomenon basic to all types of formal organisations. After having discussed briefly the purpose and usefulness of coordination in organizations, the paper attempts to analyse theoretically the concepts and processes of two types of coordination: (a) Inter-organisational coordination—coordination between two or more organisations or their units at horizontal level; (b) Intra-organisational coordination—coordination within the organisation. Further, the paper distinguishes three levels of inter-organizational coordination: (a) Ad-hoc case coordination; (b) systematic case coordination; and (c) programme coordination. The paper also examines the two types of intra-organisational coordination: (1) voluntary, (2) directive.

The major concern of the paper is to discuss intra-organisation coordination in the context of Panchayati Raj Organisation to examine the structural mechanisms used to achieve coordination among the various tiers, between the departments and between officials and non-officials. The organisational set-up of the Panchayati Raj is briefly examined and it is reported that most often the major mechanisms used to achieve coordination in these organisations are planned and directive rather than voluntary and feedback. Another major concern of the paper is to identify factors contributing to the lack of proper coordination in Panchayati Raj Institutions. The following main factors were examined: (a) Multiple system of control and coordination; (b) Supervision of Technical Staff by the generalists

and by non-technical administrator;
(c) The role conflict among the officials of the Panchayati Raj Institutions.

At the end of the paper a few suggestions have been made for achieving better and effective coordination in the Panchayati Raj Organization.
—*Author.*

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JAIN, ANIL. Training opportunities. *Hindustan Times*, 19 Aug. 75, p. 5.

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KNOKE, DAVID and DAVID E. LONG. The Economic sensitivity of the American farm vote. *Rural Sociology*, 40(1) Spring 75, p. 7-17.

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WAGE ADJUSTMENT

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WAGE PAYMENT PLANS

BRONSTEIN, RICHARD J. The Cost of living and salary administration. *Personnel (U.S.A.)*, 52(2) Mar.-Apr. 75, p. 11-18.

WAGES

VIRMANI, B.R., A ROWEY and S. CHANDRA. National wage policy. *Economic Times*, 21 Aug. 75, p. 5; 22 Aug. 75, p. 7; 23 Aug. 75, p. 5.

This article is in three parts. First part deals with implementation problems; the second with price control steps; and the last one with British experience. The term 'national wage policy' is ambiguous and is used in different ways by different people. In advanced countries, inflation control is the main aim of wage policy. But in India, removal of income disparities has more significance in the formulation of a national wage policy. Certain peculiarities of the Indian economic situation having implications for the wage policy are discussed. The problems in devising a national wage policy are: devising a machinery to design, introduce and sustain the policy: multiplicity of decision points—central and state governments; differential norms for agricultural and industrial sector; and non-wage elements in income.

In India there is a multiplicity of machineries for the fixation of wages and dearness allowance. In India inflation is very much linked to other factors apart from wages and prices. The main cause of increases in inflation rate is the volume of unaccounted (black) money transactions. Therefore, elimination of black money is the necessary first step in the formulation of a meaningful wage policy. Due to peculiar economic and market forces operating in India price controls have had only a temporary effect on inflation. In view of the vastness of the country and its complex socio-economic and political

structure, it is a difficult task to evolve a national job evaluation scheme to solve the problems of differentials and relativities in wage determination. A national wage policy can work best when there is some consensus on desirable pay relationships and everyone believes that it will work.

Britain has been periodically experimenting with incomes policy since 1948. An outline of various measures is presented in third part. British and other European experiences show that incomes policies have been failures in the long run. At times, they have created more problems and worse industrial unrests. The causes of failure are analysed. (Prof. B.R. Virmani and Dr. S. Chandra are on the faculty of the Administrative Staff College of India, Hyderabad. Dr. A. Bowey is on the faculty of Manchester Business School, University of Manchester, Manchester).

WASTE, UTILISATION OF

MEIER, ROBERT C., DOUGLAS L. MACLACHLAN and REZA MOINPOUR. Resource recovery potential from municipal waste in an urban region. *Socio-Economic Planning Sciences*, 9(3-4) June 75, p. 121-4.

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WATER UTILISATION

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The national policy for water should consider land and water problems together which can prevent the soil erosion, denudation, droughts and floods. As ground water can be conserved easily through soil and water conservation measures, efforts should be made to undertake artificial recharge wherever possible. Present working of the surface irrigation projects should be reviewed to increase our agricultural production. Care should be taken against water pollution by agricultural, industrial or municipal wastes. Recycling techniques must be investigated and adopted wherever possible. Land and water should be brought under the same management, may be at the state or central level.

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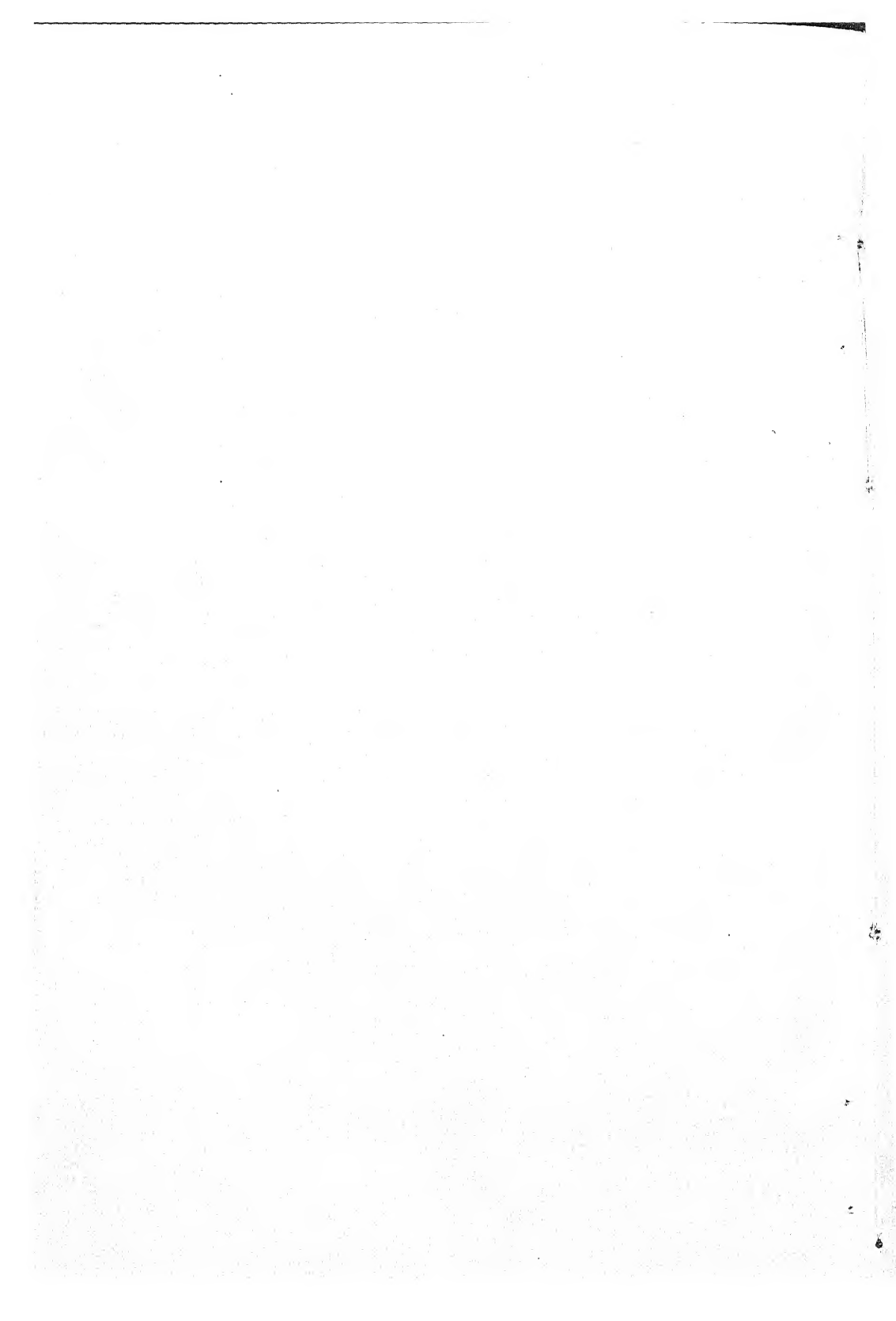
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YOUTH MOVEMENT

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DIGEST OF PUBLIC DOCUMENTS

Karnataka. Municipal Finance Enquiry Committee.

Report. Bangalore, Government of Karnataka, 1975, 681p.

The Government of Karnataka in their order dated 20th April 1973 constituted the Municipal Finance Enquiry Committee under the Chairmanship of Shri M. Mallikarjun Kharge, to examine the financial requirements of the Municipalities and Corporations in the state and to suggest measures for improvement of their resources. The Committee was created at the instance of Government of India. In fact the Sixth Finance Commission had urged the States to set up suitable committees to review the existing state of finances and powers of the local bodies. The report was submitted in June 1975.

The terms of reference of the Committee were as under :

- (i) to examine generally the financial position of each Municipality including Corporation;
- (ii) to examine whether the Municipality/Corporation has made maximum efforts to raise resources both by way of taxation (including collection of arrears) and other sources;
- (iii) to review the position regarding indebtedness of the Urban Local Bodies and the extent to which arrears have accumulated and the measures necessary to settle

these arrears and enable the Local Bodies to pay dues to Government promptly and regularly;

- (iv) to make suggestions to improve the resources of Municipalities and Corporations; and
- (v) to review the present system of grant-in-aid and indicate changes that are necessary, keeping in view the recommendations of the Bhoothalingam Committee.

General Remarks

The concept of local self-government in real terms is absent. People seem to have lost interest in the proper functioning of the local government. It is for the city and town people to rise and keep awake and become conscious of cleanliness and healthy environmental surroundings. The supervisory staff should perform their duties with devotion. There should not be any discrimination between government and municipal employees in respect of pay scales and emoluments. The Municipal Councillors and employees should meet periodically to discuss the civic problems. The Councillors should develop a high degree of financial sense and should not yield to pulls and pressures.

Major Recommendations

1. Land revenue collected in municipal areas should be made over fully to municipalities.
2. All primary and secondary schools should be handed over to government.
3. Government should pay to the municipalities 50 per cent of the cost as loan and 50 per cent as grant to meet the expenditure on conversion of dry latrines into waterborne flushout ones.
4. *Bangalore City Corporation* : The collection of property tax is about 60 per cent of demand which is very poor and rate of tax is also very low. Taking note of increasing demands of population and need to keep up standard of roads, proper sanitation, etc., there is absolute need to raise property tax. Action should be taken to regularise all unauthorised constructions on payment of moderate penalties and allow Corporation to levy tax. All houses should be renumbered without exception and subject to reassessment by trained staff. The rates of property tax should be between 15 and 30 per cent on a sliding scale excluding the Education and Health Cess collected on behalf of Government. The maximum rates of Octroi may be revised between 2 to 3 per cent. Profession tax may be abolished and the existing provision be removed from the Municipal Act and Corporation Acts. Proper rents should be fixed for the new buildings. Where the Government gives direction to supply water at concessional rates, grant-in-aid should be paid to the Bangalore Water Supply and Sewerage Board.
5. *Hubli-Dharwar Corporations*: The percentage of collection of Property tax has come down from 67.1 per cent during 1970-71 to 60.9 per cent in 1972-73. The collection should be stepped up to 90 per cent. Slab rate of property as proposed for Bangalore city is suggested. Cycle tax may be abolished. With increase in cost of maintenance on completion of additional works, water charges have to be increased. Action should be taken to instal meters. The Corporation will be unable to take up the comprehensive Water Supply Scheme expected to cost about Rs. 5 crores unless a portion of cost is treated as grant.
6. *Octroi* : The present time is not opportune to abolish octroi for various reasons. If nevertheless Government want to abolish Octroi the total amount to be compensated should be the projected revenue in 1977-78 in the last year of the plan and this amount may be of the order of Rs. 17.29 crores. Difficulties of Merchant Community should be heard by the Municipal Committee once in every month and remedies taken.
7. *Property Tax* : Percentage of collection is poor. There should not be generally any arrears under property tax. Except in cases of scarcity declared in a particular area, the minimum collection should be 80 per cent. If collection goes below 70 per cent, action should be taken against the Commissioner/Chief Officer and collection staff. If the percentage of collection is not made up in two years, the council should be superseded. The existing limitation period of three years for collection of arrears

- should be raised to 5 years. There should be minimum penalty of ten per cent and maximum of twenty per cent. The minimum rate of property tax including Sanitary cess, lighting tax and water rate should be 20 per cent of ratable value in the case of City Municipalities and 15 per cent in the case of Town Municipalities. The water rate should be charged separately up to a maximum of 8 per cent. The minimum Property Tax including Sanitary Cess and Lighting Tax may be 15 per cent and maximum of 20 per cent in the case of City Municipalities, the minimum and maximum in the case of Town Municipalities being 10 per cent and 18 per cent. Cost of water supply schemes should be subsidised. Though property tax appears to be elastic as the rental value of the existing properties would show upward trends, in practice, this tax is rendered inelastic because of the restrictions imposed by the Rent Control Act. The Rent Control Act is out-moded and should be modified to be in keeping with the existing conditions.
8. At present the State Government is paying taxes in respect of residential buildings only. All State Government properties, residential and non-residential should be taxed. The Government of India should be persuaded to pay full taxes on Government of India and Railway properties.
 9. The existing provisions for Profession Tax be deleted from the Bangalore Municipal Corporation Act, 1949 and the Karnataka Municipalities Act, 1964.
 10. The minimum rates of shop tax may be enhanced by 100 per cent in the case of city Municipalities and 50 per cent in the case of Town Municipalities.
 11. *Tax on Carriages and Animals* : There may be cent per cent enhancement of rates on vehicles and animals. Cycle tax may be abolished.
 12. *Grant-in-aid* : It is necessary and desirable to follow the system of giving grants for specific purposes. Per capita grant is recommended for two to three years only in the case of Local Bodies newly converted into Municipalities to enable them to build up their resources. The per capita grant may be Rs. 1.50 in the case of municipalities with population of less than 25,000 and Re. 1 in other cases. At least Rs. 20 to 25 lakhs should be provided every year for giving loans to small Municipalities for construction of markets, shopping centres, etc., which are remunerative. Municipal Corporations should get as grant 20 per cent of the expenditure incurred for dearness allowance. This percentage for municipalities should be 75 to 90. For water supply and drainage the percentage of grant to cover cost should be 20 for corporations and higher up to 85 per cent for municipalities. For slum clearance municipalities should get 70 per cent grant and 25 per cent loan carrying 5 per cent interest repayable in 25 years. For other development schemes, 50 per cent grant should be given.
 13. Ninety per cent of Entertainment Tax and 50 per cent of

Surcharge should be made over to local bodies.

Board to enable them to discharge their duties satisfactorily.

14. Taking note of the dependence of the State on the Centre for financial assistance and their responsibility for maintenance of State Highways, inter-State Roads, District roads taken over and considering the difficulties and just claims of local bodies also, either 25 per cent of the proceeds of Motor Vehicles Tax or 20 per cent of tax on Motor Vehicles and Tax on Passenger Fares and Freight be earmarked for distribution among local bodies.
15. The Government should increase provision in the Fifth plan for water supply and drainage by Rs. 30 crores and schemes costing less than Rs. 10 lakhs be given priority and completed, the others being taken up on a phased programme.
16. *Town Planning* : The present position is that Town Planning has come to a standstill. There is no use of preparing plans and having comprehensive legislation if there is no implementation. Implementation of master plans should be made during fifth Plan period at least to some extent.
17. At least 5 per cent of Excise Revenue should be set apart for implementation of slum improvement and slum clearance.
18. More funds may be provided to Urban Water Supply and Sewerage Board and Slum Clearance
19. In the interest of an efficient administration it is necessary to constitute a separate Directorate for Municipalities.
20. *Budget, Accounts, Audit and Borrowings* : Any budget which gets *post facto* approval cannot be an authorised budget. Every budget should be scrutinised by the Assistant Controller and the Council may thereafter approve the budget sending a copy to Divisional Commissioner/Deputy Commissioner with the comments of the Assistant Controller. In spite of audit objections, the Municipalities are not alive to the responsibilities enjoined under the Act and in spite of several circulars, etc., issued, sufficient action is not forthcoming. A Committee of Accounts and Audit of 9 members should be constituted under the chairmanship of Minister for Municipal Administration to consider the consolidated report on audit and accounts of Municipalities including irregularities, arrears, etc. In addition to post-audit, all corporations, city Municipalities and important town municipalities should have a system of internal audit.
21. More powers may be given to Municipal Councils in the matter of creating temporary establishments. Some items of expenditure requiring prior approval may be left to the elected representatives of Municipal Councils.

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T. N. CHATURVEDI

VOL. III



NO. 4

EDITOR

OCTOBER - DECEMBER 1975

DOCUMENTATION IN PUBLIC ADMINISTRATION



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
INDIAN COUNCIL OF SOCIAL SCIENCE RESEARCH

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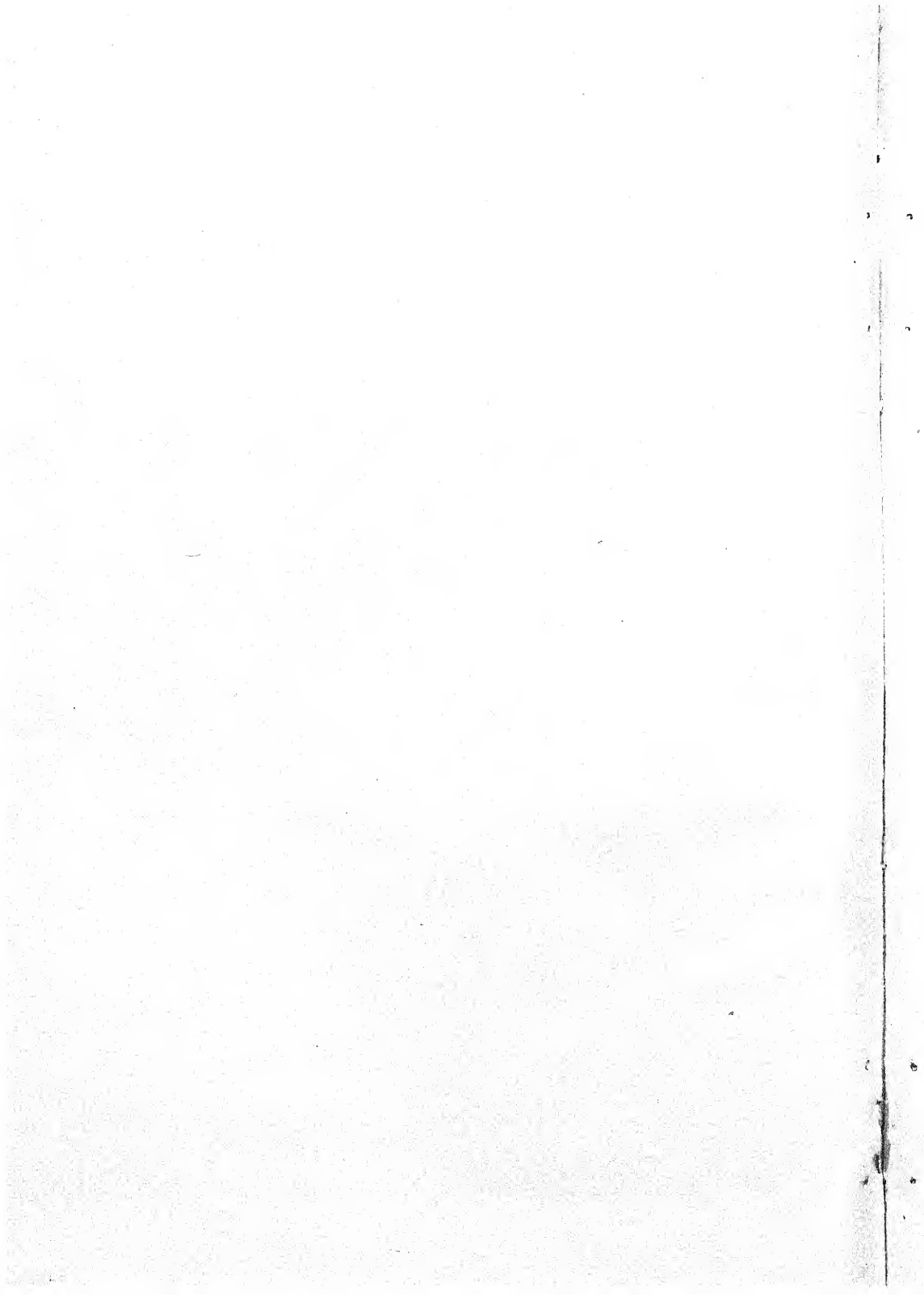
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BROWNE, PHILIP J. and CHESTER C. COTTON. The Topdog/underdog syndrome in line-staff relations. *Personnel Journal*, 54(8) Aug. 75, p. 443-4.

ADMINISTRATIVE MEASUREMENT

FERRERORS, AUGUSTO VICTOR. Measuring administrative performance in the context of underdevelopment : the Philippine case. *Administrative Change*, 3(1) July-Dec. 75, p. 16-41.

ADMINISTRATIVE REORGANI- SATION

STEEL, DAVID R. and JEFFREY STANYER. Administrative developments in 1973 and 1974: a survey. *Public Administration (U.K.)*, 54 Autumn 75, p. 241-86.

ADULT EDUCATION

FLANNERY, MICHAEL. Report on

adult education in Ireland : a comment. *Administration*, 22(1) Spring 74, p. 99-114.

'Adult Education in Ireland' is a report of Committee presented in November 1973. The Committee was headed by Mr. C. Murphy.

AGRICULTURAL CREDIT

CHOUBEY, B.N. Need to institutionalise agricultural credit. *Economic Times*, 15 Nov. 75, p. 5; 17 Nov. 75, p. 5.

CHOKSI, A.N. Institutional finance in agricultural development. *Economic Times*, 22 Nov. 75, p. 9; 24 Nov. 75, p. 9.

An attempt is made in this article to review the agricultural credit situation in the eastern and north-eastern region. West Bengal, Bihar, Orissa and Andaman & Nicobar Islands comprise the eastern region, while Assam, Meghalaya, Nagaland, Manipur, Tripura, Arunachal and Mizoram come in the north-eastern region. Though agriculturally these regions are well-endowed there is abysmal rural poverty and a large volume of unemployment. A brief outline of the organisation set-up of three principal institutional agencies dispensing agricultural credit is presented. The three agencies are—primary agricultural credit societies, land development banks and the commercial banks. The performance of primary societies is poor due to their

small, uneconomic size and poor management, lack of adequate extension effort to propagate the use of fertilizers, etc. and an inadequate appreciation of the need for discipline in the matter of lending and recovery of loans. Provision of long-term credit is mainly the responsibility of land development banks. Minor irrigation is the main purpose for which loans are issued. The State governments should keep land records up-to-date. Some system is necessary to do away with the mortgage of land. The entry of commercial banks in agricultural financing is of recent origin. In relation to rest of the country the credit provision in these regions is inadequate in relation to the magnitude of requirements.

KAMAT, G.S. (Vaikunth Mehta National Institute of Cooperative Management, Poona). Regional rural banks. *Khadi Gramodyog*, 22(2) Nov 75, p. 108-10.

Opening of regional banks in rural areas is a welcome proposition especially in view of the increased credit needs of the rural areas. But their success would, however, depend upon their capacity to meet many a condition. Their policies should have sympathetic and dynamic outlook towards the villagers' age-old habits which die hard. Their main objectives, provision of credit for productive purposes and generation of employment opportunities, should go hand in hand and alleviate the sufferings of the poor masses.—*Reproduced*.

NAIR, M.G. and V.V. CHOUKIDAR. Farm finance and rural poor. *Economic Times*, 10 Oct. 75, p. 5; 11 Oct. 75, p. 5.

NAIR, T.G. Regional rural banks : impact on coop. credit system. *Economic Times*, 28 Nov. 75, p. 5.

—Rural credit agencies. *Kurukshetra*, 24(6) 16 Dec. 75, p. 9-10.

NARASIMHAM, M. (Ministry of Finance). Rural credit and regional banks,

Eastern Economist, 65(14) 2 Oct. 75, p. 636-9.

The small and marginal farmer has not received his due share in cooperative credit. There are considerable regional disparities in the rural credit operations of the commercial banks. Adequate agricultural credit is necessary to enable the farmers to translate the inputs and technology into additional production. The Government of India has decided to set up a chain of regional rural banks to widen and deepen the institutional coverage of rural credit needs. It is a case of adapting the institution of commercial banking to the needs of the rural areas. The role of this new institution as presently envisaged is briefly described.

RELE, SUBHASH J. (*Industrial Times*, Bombay). Rural banks : a new hope. *Khadi Gramodyog*, 22(3) Dec. 75, p. 150-3.

Setting up of five regional rural banks at the outset in selected areas as an experiment is a timely and cautious enough approach. The rural banks would do well if they begin to function in a favourable climate already set earlier by organisations like SFDA. Likewise, the training facilities provided by the RBI and the cooperative institutions can be utilised with special emphasis on training attuned to the conditions prevailing in the villages. This would save a great amount of time, energy and expenditure.—*Reproduced*.

SARKER, SUBHASH CHANDRA. Lethargic land development banks. *Commerce*, 131(3364) 8 Nov. 75, p. 779-82.

SAXENA, P.S. and B.B. BAL. Rural credit in Uttar Pradesh. *Eastern Economist*, 65(16) 17 Oct. 75, p. 734-8.

SUNDARAM, I. SATYA. (Hindu College, Machilipatnam, Andhra Pradesh).

Task before rural banks. Khadi Gramodyog, 22(3) Dec. 75, p. 154-6.

Rural banks have a new and significant role to play in the life of rural areas, financially, economically and even socially. Properly equipped with financial resources, they can achieve such social improvements where the social workers and reformers failed over the years. For this, these banks require sympathetic and understanding personnel, dynamic and practicable policies and above all rules and regulations to suit the poor villagers.—*Reproduced.*

AGRICULTURAL EXTENSION

NEW extension systems. Kurukshetra, 24(1) 1 Oct. 75, p. 11-37.

TAHA, TAHA EL JACK. The Development of Managil South-Western Extension to the Gezira Scheme—a case study. Journal of Administration Overseas, 14(4) Oct. 75, p. 240-50.

AGRICULTURAL MARKETING

BANERJEE, SIVADAS. Pragmatism about procurement; policy in West Bengal. Times of India, 29 Oct. 75, p. 8.

NADKARNI, M.V. Grain procurement policy : socialised market mechanism. Economic Times, 12 Dec. 75, p. 5.

SAIN, K. Marketing problems of small farmers. Kurukshetra, 24(6) 16 Dec. 75, p. 14-15.

SEN, A.K. Production and procurement. Hindustan Times, 22 Dec. 75, p. 7.

AGRICULTURAL MARKETING, COOPERATIVE

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AGRICULTURE

BHATIA, B.M. China's agriculture. Statesman, 18 Dec. 75, p. 6; 19 Dec. 75, p. 4.

INDERJIT SINGH and RICHARD H. DAY. A Micro-econometric chronicle of the green revolution. Economic Development and Cultural Change, 23(4) July 75, p. 667-86.

PANDEY, S.M. Bullock farming : is it economical? Economic Times, 7 Dec. 75, p. 4.

SANE, G.D. Soviet agriculture : democratic centralism at work. Economic Times, 23 Dec. 75, p. 5.

AGRICULTURE—ECONOMIC ASPECTS

MAROTHIA, D.K. Commercialisation of input mix & agricultural returns : a case study. Economic Times, 7 Nov. 75, p. 5; 8 Nov. 75, p. 5.

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AGRICULTURE, COOPERATIVE

KONOPNICKI, MAURICE. Agricultural cooperation and the state. Annals of Public and Co-operative Economy, 46(2) April-June 75, p. 163-86.

AGRICULTURE AND TECHNOLOGY

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Eastern Economist, 65(21) 21 Nov. 75, p. 937-9.

ARMY

CARIAPPA, A.C. Reducing the army's administrative tail. Hindu, 27 Nov. 75, p. 6.

ATOMIC POWER

SHAH, J.C. Nuclear power and the citizen. Yojana, 19(20) 15 Nov. 75, p. 18-23.

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JAIN, ADISHWAR PRASAD. Auditor's role in corporate management. Economic Times, 25, Dec. 75, p. 5; 26 Dec. 75, p. 5; 27 Dec. 75, p. 5.

BANGLADESH—ECONOMIC CONDITIONS

MUKHERJEE, DILIP. The Bangladesh economy : a problem of survival. Times of India, 25 Oct. 75, p. 8.

BANGLADESH—POLITICS

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BANKS

BHATT, V.V. Development banking : top management tasks and structure. Economic and Political Weekly, 10(48) 29 Nov. 75, p. M-119-31.

NAMBIAR, K.K.G. Banks for the masses. Indian Express, 14 Nov. 75, p. 4.

PATEL, USHA. Linkage between commercial banks and cooperatives. Economic Times, 25 Nov. 75, p. 5; 26 Nov. 75, p. 5.

SATCHIDANAND, S. Marketing strategy for banks. Economic Times, 4 Dec. 75, p. 5; 5 Dec. 75, p. 5; 6 Dec. 75, p. 5.

SINGH S. Criteria for measuring govt. banks' profitability. Economic Times, 19 Nov. 75, p. 5; 20 Nov. 75, p. 5; 21 Nov. 75, p. 7.

SINGH, S.K. Development of banking in Bihar. Yojana, 19(21) Dec. 75, p. 14-15.

SUNDARAM, I. SATYA. Progress of nationalised banks. Modern Review, 137(6) June 75, p. 424-8.

THYAGARAJAN, MEENAKSHI. Expansion of commercial banking : an assessment. Economic and Political Weekly, 10(47) 22 Nov. 75, p. 1819-24.

—Impact of expansion on banks' earnings, expenses and profits. Economic and Political Weekly, 10(48) 29 Nov. 75, p. 1841-7.

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RAMACHANDRAN, N. Human relations in banking. Integrated Management, (111) July 75, p. 9-12.

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BONUS

ANAND PRAKASH. New thinking on bonus. Management Review (India) 2(3) 75, p. 54-7.

RANINA, H.P. The Bonus ordinance. Management Accountant, 10(11) Nov. 75, p. 745-7.

TULPUL, BAGARAM. Labour's right to bonus. *Economic and Political Weekly*, 10(43) 25 Oct. 75, p. 1679-82.

BRAIN DRAIN

JOHN, V.V. Is the lament over brain drain a clever hoax? *Capital*, 185(4389) 20 Nov. 75, p. 678-80.

BUDGET—PROCEDURE

PATTON, CARL VERNON. Budgeting under crisis : the confederacy as a poor country. *Administrative Science Quarterly*, 20(3) Sept. 75, p. 355-70.

SIEGEL, JOEL. Behavioral implications in budgeting. *Management Accounting*, 10(12) Dec. 75, p. 817-19.

WANAT, JOHN. Bureaucratic politics in the budget formulation arena. *Administration and Society*, 7(2) Aug. 75, p. 191-212.

BUREAUCRACY

CHAUDHURI, DIPAK B.R. How to strengthen party democracy and animate bureaucracy. *Socialist India*, 11(18) 4 Oct. 75, p. 27+

The ministers and other elected representatives of the people are no longer treated as "casual employees" by the senior administrators. In our parliamentary system the choice of partisan elements for Government is limited. A good number of properly organised, instructed and supervised loyal lawyers should be inducted in the various ministries, departments and agencies. The politically-inducted lawyers having no administrative duties will be able to communicate freely among themselves. They can overcome many bottlenecks and delays inherent in the organisation chart, and keep intimate contact with the ministers.

RAY, JAYANTA KUMAR. The American bureaucratic establishment. *Indian*

Journal of Public Administration, 21(2) Apr.-June 75, p. 231-46.

SMITH, THEODORE M. Stimulating performance in the Indonesian bureaucracy : gaps in the administrator's tool kit. *Economic Development and Cultural Change*, 23(4) July 75, p. 719-38.

BUSINESS CYCLES

GOWDA, SRINIVASA. Industrial recession. *Yojana*, 19(22) 15 Dec. 75, p. 7+

HALEVI, JOSEPH. Kalecki's conception of the economic cycle and state intervention. *Annals of Public and Cooperative Economy*, 46(3) July-Sept. 75, p. 233-49.

PAUL, SAMUEL. Is the present economic phase a recession or readjustment? *Economic Times*, 12 Nov. 75, p. 5.

PENDSE, D.R. Recession : the roots and the consequences. *Indian Express*, 31 Oct. 75, p. 4; 1 Nov. 75, p. 6.

CAPITALS (CITIES)

GUPTA, O.P. Rural planning for the national capital region. *Khadi Gramodyog*, 22(3) Dec. 75, p. 136-43.

CHILD LABOUR

PANDEY, S.M. Employment of child labour in agriculture. *Economic Times*, 16 Nov. 75, p. 4.

PATTABHIRAM, M. A Pernicious practice. *Hindu*, 29 Nov. 75, p. 6.

CHILD WELFARE

BELL, CYNTHIA. Legal consultation for child welfare workers. *Public Welfare*, 33(3) Summer 75, p. 33-40.

CHILDREN, DEPENDENT— INSTITUTIONAL CARE

PANAKAL, J.J. A Comparative study

of provisions regarding institutional services under the children acts in force in Maharashtra, Gujarat and Goa. *Journal of the Indian Law Institute*, 17(1) Jan.-Mar. 75, p. 37-56.

CITIES AND TOWNS—GROWTH

GANDHI, INDIRA. The Haphazard growth of our cities. *Yojana*, 19(20) 15 Nov. 75, p. 5-8.

Based on a speech delivered at the Sixteenth meeting of the Central Council of Local Self Government on 23 Oct. at New Delhi.

SADHU, ARUN. Cities in dire straits; slum growth out of control. *Times of India*, 29 Dec. 75, p. 8.

CITY PLANNING

ADENIYI, ENIOLA OLORUNTOBI. Administrative framework for physical planning in Nigeria. *Journal of Administration Overseas*, 14(3) July 75, p. 159-71.

BANERJEE, BISWAJIT. Shahjahanabad and the master plan for Delhi : a critical appraisal. *Economic and Political Weekly*, 10(46) 15 Nov. 75, p. 1779-84.

BANERJEE, SIVADAS. CMDA hamstrung by lack of funds : problems of growth. *Times of India*, 30 Dec. 75, p. 8.

DATTATRI, G. Beginnings of a satellite town near Madras. *Hindu*, 16 Nov. 75, p. 15.

Population pressure in a metropolitan area leading to housing shortage, over-crowding of residential localities, proliferation of slums necessitates development of well-planned satellite towns to save the metropolis from collapsing under its own weight. The Madras Metropolitan Development Authority

(MMDA) is now engaged in the building of a new town at a distance of forty-five kilometres from Madras between Tambaram and Chingleput on the national highway. The town named after Maraimalai Adigal is conceived as a self-contained community with a strong industrial base with diversified employment in trade and commerce and adequate housing with all the required facilities. The features of the new town are explained by the author who is a senior planner of the MMDA.

DONNISON, DAVID. The Age of innocence is past : some ideas about urban research and planning. *Urban Studies*, 12(3) Oct. 75, p. 263-72.

HARRISON, M.L. British town planning ideology and the welfare state. *Journal of Social Policy*, 4(3) July 75, p. 259-74.

KARLEKAR, HIRANMAY. Calcutta's renewal : efforts so far, and the future. *Statesman*, 20 Oct. 75, p. 6.

Calcutta Metropolitan Development Authority was set up in 1970 to implement the programme of urban renewal for the entire Calcutta Metropolitan District. In 1973, as many as fifty-four poorly equipped and organized implementing agencies, controlled by a multiplicity of departments were put under one umbrella. Progress in the implementation of various schemes is briefly pointed out. It is only now that a map of Calcutta's underground water supply network is being prepared. According to the Calcutta Metropolitan Planning Organisation (CMPO), for its perspective plan till 2001 A.D., Rs. 900 crores will be needed by 1989. The World Bank has repeatedly advised the CMPO to become a self-financing agency. The complexities involved in raising independent resources are discussed in short.

KUMAR, TEJ B. D.D.A. and Delhi's development. *Civic Affairs*, 23(2) Sept. 75, p. 17-18.

NAFDAY, AVINASH, Urban planning : role of remote sensing. *Hindustan Times*, 8 Oct. 75, p. 7.

Absence of reliable data and its rapid obsolescence is the basic weakness in our planning and development exercise. Conventional ways to obtain data are very slow. Therefore by the time the reports are ready to use, their value for decision-making is lost. For example, Delhi Development Authority set up in 1961, started around 1965 implementation of Delhi Master Plan which was completed in 1957 and was based on even earlier data. The advent of remote sensing techniques has revolutionised the field of information systems. Aerial photography and satellite photography are both forms of remote sensing techniques. These are increasingly becoming popular due to their low cost and fast information generating potential. For urban planning large scale aerial photography is likely to be more useful. In urban areas aerial photography is being used for various purposes. The Government of India has realised the actual and potential application of remote sensors. There is a cell for urban area analysis at the Indian Photo-interpretation Institute, Dehradun, and is doing valuable work to popularise this technique.

SEN, BHOLANATH (Minister, Public Works Deptt., West Bengal) Relevance of panchayats in urban development. *Mainstream*, 14(15) 13 Dec. 75, p. 24-5.

Calcutta metropolitan area covers not only the city proper but also 35 municipalities and nearly 200 *anchals*. These *anchals* are basically villages where village institutions dominate. The water supply programme of the Calcutta Metropolitan Development Authority (CMDA) aims at providing at least 20 gallons of pure drinking water per head per day. As a source of supply only shallow tube-wells are feasible in some villages. Panchayati Raj institutions can

play an important role in maintaining these tube-wells. Many *anchals* have taken the advantage of the programme for the conversion of service privies into sanitary latrines. The *anchals* should develop their own administrative machinery and financial competence to take over the assets created for them by the CMDA.

CIVIL SERVICE

BALOGUN, M.J. Staff inspection and manpower utilisation : the experience of the Western Nigeria civil service, 1960-70. *Journal of Administration Overseas*, 14(3) July 75, p. 181-7.

PAI PANANDIKER, V.A. (Centre for Policy Research, New Delhi) and S.S. KSHIRSAGAR. (National Institute of Bank Management, Bombay). Job attitudes of development bureaucracy. *Management in Government*, 7(2) July-Sept. 75, p. 95-116.

The term 'development bureaucracy' denotes civil servants serving in the governmental agencies charged with the implementation of developmental programmes. Bureaucratic behaviour is an important determinant of the outputs which any public administration system is expected to yield. This study is concerned with one class of attitudes of civil servants, namely, their attitudes towards certain aspects of their jobs. It is an empirical study based on the data collected through a questionnaire administered to a group of civil servants working in four developmental agencies. The findings deal with attitudes towards responsibility, delegation, supervision and personnel development. Also dealt with are the issue of perception of criteria of promotions and attitudes in citizen-administrator relationship. More such studies are needed to arrive at realistic prescriptions in this important area.

PANDYA, H.J. (South Gujarat University, Surat). Sardar Patel and the Indian

administrative system : a note. Administrative Change, 3(1) July-Dec. 75, p. 87-91.

Sardar Patel was a remarkably distinguished leader and an administrator *par excellence*. He performed within two years the herculean task of integrating 544 princely states into the Indian Union without leaving any bitterness behind. The author has described his another major achievement—the integration and reorganisation of all India services—which is, unfortunately not so widely known. Sardar Patel did everything he could to boost up the morale of the members of the Indian Civil Service who stayed on in India after Independence. He was fully convinced of their unflinching loyalty, professional competence and devotion to duty. He successfully persuaded the Provincial Premiers to set up all-India services. The creation of all-India services enabled the Central Government to provide modern system of government to areas which were once under the princely rule. In the writings available on Sardar's life and work, one gets considerable information about his attitude towards civil servants.

PANJWANI, RAM. Civil service and popular committees. Socialist India, 11(20) 18 Oct. 75, p. 17-18.

With the promulgation of emergency, the civil service is active, alert and alive to the 20-point programme. If bureaucratic power is not properly controlled, it can destroy democracy and its values. It has to be ensured that the directives are properly carried out. Popular committees have been set up in Madhya Pradesh at the State, district and tehsil levels to implement the 20-point programme with zeal.

PYNE, PETER. The Irish civil service. Administration, 22(1) Spring 74, p. 26-59.

COAL

LASKAR, B. Coal : resources and development. Yojana, 19(20) 15 Nov. 75, p. 10-12.

COALITION GOVERNMENTS

LUTZ, DONALD S. and RICHARD W. MURRAY. Coalition formation in the Texas legislature : issues, payoffs, and winning coalition size. Western Political Quarterly, 28(2) June 75, p. 296-315.

PALTIEL, K.Z. The Israeli coalition system. Government and Opposition, 10(4) Autumn 75, p. 397-414.

VREE, DALE. Coalition politics on the left in France and Italy. Review of Politics, 37(3) July 75, p. 340-56.

COLLECTIVE BARGAINING

CONSTANTINO, GEORGE E., Jr. The Negotiator in collective bargaining. Personnel Journal, 54(8) Aug. 75, p. 445-7.

FOX, ALAN. Collective bargaining, Flanders, and the Webbs. British Journal of Industrial Relations 13(2) July 75, p. 151-74.

COLLEGE PROFESSORS AND INSTRUCTORS

JAUCH, LAWRENCE R. and WILLIAM F. GLUECK. Evaluation of university professors' research performance. Management Science, 22(1) Sept. 75, p. 66-75.

COLLEGES AND UNIVERSITIES

AMRIK SINGH. Restructuring our universities. Economic and Political Weekly, 10(48) 29 Nov. 75, p. 1847-53.

JOHN, V.V. A Spate of conferences : the festival of the cliché. Times of India, 24 Nov. 75, p. 8.

LINDEEN, JAMES W. and GEORGE L. WILLIS. Political, socio-economic and demographic patterns of support for public higher education. *Western Political Quarterly*, 28(3) Sept. 75, p. 528-41.

COMMONWEALTH OF NATIONS

ESWARAN, V.V. Commonwealth Parliamentary Conference : mutual interests and problems. *Hindustan Times*, 6 Nov. 75, p. 7.

NAYAR, KULDIP. A Meaningful association. *Indian Express*, 6 Nov. 75, p. 4.

SHAKDHER, S.L. The Commonwealth parliamentarians meet. *Socialist India*, 12(1) 6 Dec. 75, p. 24-6.

COMMUNICATION IN MANAGEMENT

WENDLINGER, ROBERT M. Using a task force to improve employee communications : Bank of America's approach. *Management Review (U.S.A.)*, 64(8) Aug. 75, p. 25-30.

COMMUNISM

DHANAGARE, D.N. The Politics of survival : peasant organizations and the left-wing in India, 1925-46. *Sociological Bulletin*, 24(1) Mar. 75, p. 29-54.

COMMUNITY DEVELOPMENT

FULLER, COLIN. The Special rural development programme in Kenya : its use as a case-study in the Department of Administrative Studies in the University of Manchester. *Journal of Administration Overseas*, 14(3) July 75, p. 148-58.

HEREDERO, J.M. Rural development through personal growth : an experiment in motivation. *Social Action*, 25(4) Oct.-Dec. 75, p. 375-84.

ROY, ASOKE MOHAN. Integrated rural development : a new challenge. *Capital*, 175(4390) 27 Nov. 75, p. 712-14.

A high rate of growth does not by itself ensure an equitable distribution of the gains of development. Rural development is a comprehensive mix which includes agricultural growth, development of social and economic infrastructure, housing, health, education and communication. The productive resources available to each village community must be fully utilised. With comprehensive development of rural-based economy rural people will feel more secure from the point of employment.

COMPUTERS

AIYAR, S. KASY. A Policy for computers. *Commerce*, 131(3368) 6 Dec. 75, p. 919-26.

GOPALAKRISHNAN, P. and K.S. NARAYANAN. Computers : utilisation and benefits. *Economic Times*, 29 Nov. 75, p. 5; 1 Dec. 75, p. 5.

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CONSTITUTIONAL LAW

BROMHEAD, PETER and DONALD SHELL. The British constitution in 1974. *Parliamentary Affairs*, 28(2) Spring 75, p. 105-24.

JAIN, GIRILAL. Amending the constitution : some fallacies and misconceptions. *Times of India*, 31 Dec. 75, p. 8.

JAIN, SOBHAG MAL. Constitution and socio-economic changes. *Mainstream*, 14(6) 11 Oct. 75, p. 27-8.

KASHYAP, VINOD. A Constitution in trouble. *Democratic World*, 4(47) 23 Nov. 75, p. 8-9, 19.

NAYAR, KULDIP. The Constitution's performance. *Indian Express*, 18 Dec. 75, p. 6.

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CONSTITUTIONS—AMENDMENTS

JUDGEMENTS : a symposium on the legal dimensions of the present situation. *Seminar* (196) Dec. 75, p. 10-42. (complete issue).

CONSUMER PROTECTION

ARORA, S.M. Protecting the consumer. *Hindustan Times*, 22 Oct. 75, p. 7.

COOPERATION

KULKARNI, A.G. Coop. movement : implementing economic programme. *Economic Times*, 21 Oct. 75, p. 5.

COOPERATIVE FARMING

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COOPERATIVE SOCIETIES

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KULANDAISWAMY, V. Social responsibilities of cooperatives : scope and limitations. *Panchayat Aur Insan*, 7(6) Sept. 75, p. 13-14.

TAIMNI, K.K. Co-operative management 2000 A.D.—a scenario. *Indian*

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COOPERATIVE SOCIETIES— LEGISLATION

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CORPORATIONS—TAXATION

MEHTA, S.R. Strategic aspects of corporate tax planning. *Integrated Management*, (111) July 75, p. 17-27.

Keynote address inaugurating a programme of the Central Board of Direct Taxes, New Delhi from 12th to 17th May 1975, at Mussoorie.

CORRUPTION, POLITICAL

DANG, SATYAPAL. Implications of Dave-Chhangani Commission report. *Mainstream*, 14(13) 29 Nov. 75, p. 9-12.

SHAKDHER, S.L. The Import licences case : some important privilege issues. *Journal of Parliamentary Information*, 23(3) July-Sept. 75, p. 339-54.

COTTAGE INDUSTRIES

CHHABRA, RAMI. Handicrafts industry; blending traditions & modern needs. *Statesman*, 7 Nov. 75, p. 4.

CREATIVE ABILITY

JANTZ, ALFRED H. The Encouragement of employee creativity and initiative. *Personnel Journal*, 54(9) Sept. 75, p. 476-7+

CREDIT

BAILUR, JOYTI. Whither district credit

plan? Economic Times, 24 Dec. 75, p. 5.

BHAT, M. NARAYANA. Credit authorisation scheme; need for wider coverage. Economic Times, 26 Dec. 75, p. 5.

GOPAL, V.K. Tandon committee report—a critical analysis : operational aspects & problems of implementation. Economic Times, 29 Oct. 75, p. 5; 30 Oct. 75, p. 5.

GOPALAKRISHNAN, P. and M. SUNDARESAN. Tandon panel report and the level of inventories. Economic Times, 13 Oct. 75, p. 5.

KOLANJIYIL, G.K. Tandon committee report is not comprehensive. Economic Times, 2 Dec. 75, p. 5; 3 Dec. 75, p. 5.

SIMHA, S.L.N. Rethinking on credit policy. Hindu, 31 Oct. 75, p. 6.

TALKER, ISAAC. Whither district credit plan? Economic Times, 22 Oct. 75, p. 5.

THAKKER, NAYAN A. Tandon panel's impact on cost of bank credit. Economic Times, 22 Dec. 75, p. 7.

DEBT

DADHICH, C.L. Impact of debt relief measures : a case study. Economic Times, 28 Dec. 75, p. 5.

In India the extent of rural indebtedness is quite high. As long as the charge on the current income of the farmers on account of interest and repayment of old debt continues to be high, any scheme for the upliftment of weaker section will have no chance of success. Therefore moratorium on rural debt in the Prime Minister's economic package programme is essential for rural transformation. A study was undertaken

in two villages in Bilara Tehsil of Jodhpur district of Rajasthan State to assess the impact of moratorium on rural masses. The debt relief measures are found to be not only ineffective but also putting the weaker section to difficulties. Weaker sections prefer private credit agencies because loans are available at all times, repayment facility is easy and there is no procedural delay. Any interruption of private credit without adequate institutional substitute arrangement may adversely affect the agricultural production. Some measures are suggested to increase the effectiveness of debt moratorium.

MEHTA, BALRAJ. (Indian Express, New Delhi). Rural debt relief and its impact. Kurukshetra, 24(2) 16 Oct. 75, p. 5-7.

The extent of rural indebtedness at present is estimated to be as much as Rs. 6,000 crores. As per Prime Minister's 20-point programme, administrative and legal action has been initiated by the State Governments for moratorium on repayment of debts by the rural poor to the moneylenders. The operation of the debt relief programme is to cover only landless agricultural labourers, small and marginal farmers and rural artisans. The norms and criteria laid down in the guidelines sent out to State Governments are briefly pointed out. Those who are in dire need for relief from indebtedness are socially and economically too weak to safeguard their legal rights. In fact the question of rural indebtedness cannot be resolved without basic, structural and comprehensive land reforms.

DECISION-MAKING

YOGI, ANAND and NEERJA SRIVASTAVA. The Concept of uncertainty and statistical analyses of decision-making. Political Science Review, 14(1-2) Jan.-June 75, p. 115-27.

DEFENCE, NATIONAL

TANGE, ARTHUR. Departmental organisation and the profession of arms : a civilian perspective. *Public Administration* (Australia), Sept. 75, p. 191-201.

DEMOCRACY

GANDHI, INDIRA. Our democratic system. *Kurukshetra*, 24(5) 1 Dec. 75, p. 4-5.

Excerpts from Prime Minister's address at 21st Commonwealth Parliamentary Conference, New Delhi, 28 Oct. 1975.

DEMONSTRATIONS

CHHAUDHARY, K.K., S.M. CHAKRABORTY and S.K.D.E. An Exploratory study of urban unrest in West Bengal. *Political Science Review*, 14(1-2) Jan.-June 75, p. 103-14.

DEVELOPMENT ADMINISTRATION

SOGANI, KUMUD. Administrative development : some conceptual premises. *Administrative Change*, 3(1) July-Dec. 75, p. 109-13.

DIPLOMACY

AN ERA of negotiations (Articles by diverse hands). *Journal of International Affairs*, 29(1) Spring 75, p. 1-77.

DISASTER RELIEF—
ADMINISTRATION

CHATURVEDI, T.N. (Indian Investment Centre). Crisis administration. *Indian Journal of Public Administration*, 21(2) Apr.-June 75, p. 172-90.

This is a revised version of a paper presented at The Third Indian Public Conference held at Sagar on April 4-6, 1975. The various issues of policy and programme that arise in the

attempt of the administration to cope with the challenges posed by natural calamities of differing magnitude and character are explored in this article. All aspects of famine administration are examined thoroughly. The complexity of administrative structure to meet the natural calamities like locusts and floods is briefly described. Crisis administration has to be not only result-minded, innovative, resilient and imaginative but also both welfare oriented and developmental. The author has listed some important points that merit consideration on the part of the crisis administration in meeting a situation. Crisis administration can be viewed as a broadening or expanding frontier of public administration and may acquire greater depth and distinctiveness with increased research and study.

DISTRICT ADMINISTRATION

DISTRICT planning (Papers presented at the Seminar and its proceedings). *Journal of the Lal Bahadur Shastri National Academy of Administration*, 20(1) Spring 75, p. 1-242. (complete issue).

Contents : Planning at the state and district levels, by P.C. Mathur; District planning for integrated development, by Anand Sarup; Planning for districts : some problems in developing and analytical systems, by O.P. Mathur; Concepts, significance and limitations of district planning, by Tribhuvan Prasad; District planning in India : some issues, by Yogender K. Alagh; Multi-level planning with special reference to district planning : some issues, by Y. Venugopal Reddy; Integrated rural development, by S.M. Shah; Growth centres approach to regional planning : a case study of Vidarbha, by D. Nagaiya; Methodology for identification of growth centres : a case study of Vidarbha region, by D. Nagaiya; Financing of district planning, by B.M. Ghiara; Preparation of sub-national plans : lessons from

Rayalaseema exercises, by Y. Venugopal Reddy; Rough note on data for planning at sub-national level in India, by Y. Venugopal Reddy; District planning in Tamil Nadu, by K.A. Sundaram; A Note on Azamgarh district (U.P.): its problems and strategy for future development; Organisation and administration for district planning, by Anand Sarup; Suggested contents of the district planning (report of special group), by V. Kelkar; Some notes on district planning, by R.K. Dar; District and regional planning: some aspects with regard to India, by Rakesh Hooja; Proceedings.

Seminar was organised by LBSNAA from June 3 to 10, 1973.

JOSHI, R.C. (I.C.S. retd.), Bureaucrats and politicians at the rural level. Indian Journal of Public Administration, 21(2) Apr.-June 75, p. 191-6.

In this article the author has discussed the question as to whether the participation of local politicians in the Panchayat raj has contributed significantly to the achievement in rural development in Maharashtra. The author has pointed out that while the local politicians are all too willing to undertake rural works with Government subsidies they are unwilling to finance them by raising local resources. He has mentioned some of the handicaps faced by the administration in Panchayat raj. Firstly, the supremacy of politicians ensures that no local taxes are raised without their consent and only works approved by them are taken. This leaves little scope for development administration. Secondly, there is a tendency to start far too many works with Government funds and their future maintenance is neglected. Thirdly, as the extension service is poor, there is no sizable impact on rural development of the Gramsevak. The author has posed the vital question as to whether the mere participation of local politicians in

Panchayat raj is likely to assist in the development process if the bureaucrats are to be manipulated at will by them and they have no powers of decision-making. Rural Development strategy cannot be effective without proper supervision and direction by the Government to the local representatives and without giving initiative to the development staff. The author concludes that local participation of politicians in development plans is not meaningful unless they are bold enough and are empowered to pay for economic change through local taxation.—*Author*.

DISTRICT ADMINISTRATION— PERSONNEL

SINGHVI, G.C. (I.P.S. Dy. Inspector General of Police, Udaipur). Making the district officer a *de-facto* head: a proposal. Administrative Change, 3(1) July-Dec. 75, p. 64-72.

Both the District Officer because of his merely *de-jure* leadership and the district heads of departments because of duality of control over them feel handicapped in their deliberations and district administration consequently adversely suffers. The District Officer should, therefore, be relieved of his traditional responsibilities as Collector, Magistrate, Development Officer, Election Officer, etc., and be vested with the powers of Deputy Head of all the departments operating in his district, so that the district level officers may come under his direct super-ordination enabling him effectively to serve as a leader-head of the district team. As natural corollaries to this proposal, functional reorganisation of the Secretariat, abolition of the Indian Police and Indian Forest Services, reconstitution of the State Administrative Services, restructuring of the I.A.S. and some other administrative changes have also been advocated by the author. All these steps will tangibly ensure better generalist-specialist cooperation and greater

coordination of administrative endeavours both at the district and the state levels.—*Author*.

DROUGHT

BHATTACHARYA, MOHIT. Emergency administration : a study of drought-relief operations in an Indian state. *Journal of Administration Overseas*, 14(4) Oct. 75, p. 259-65.

The discussion is focused on the structure and operations of the different levels of administration in an actual emergency situation. The emergency relates to the near-famine condition in Maharashtra during 1970 to 1973 when vast areas of the State were afflicted by unprecedented drought and the State Government had to undertake large-scale relief operations to render succour to thousands of villages. To meet the emergency, a special organisation was created integrating the different levels and types of administration. The Secretariat, the field, the local government units—all were made to move in concert to achieve a common objective.

The main features of the relief operation can be summed up as : (i) intimate Secretariat-field interactions, (ii) the replacement of departmental individualism by a corporate approach to field problems, (iii) the integration of State departmental establishments under the stewardship of the collector at the district level, (iv) the merger of State administration and the elective panchayati raj system, and (v) close co-operation between different kinds of private, public and semi-public organisations. The State bureaucracy had to shed much of its normal inflexibility, red tape and dilatory procedures in order to meet the challenge of scarcity. Hierarchical rigidity was modified, and while the division of labour and the scheduling of tasks were adhered to, yet there was more inter-departmental interactions and more across-the-bound-

dary communication between organisations. Rules were not thrown overboard; these were sedulously issued and scrupulously followed. But the speed with which rules and instructions multiplied so as to meet the constantly changing emergency situation, brought through the rapid changes introduced, a needed flexibility to operational procedures, so often lacking in normal times. Administration during scarcity work exhibited considerable flexibility and the Weberian characteristics were thus greatly modified.

The way scarcity relief operations were handled has important lessons for the general conduct of public administration, especially development administration.—*Author*.

ECONOMIC DEVELOPMENT

ADELMAN, IRMA. Equitable growth. *Statesman*, 5 Dec. 75, p. 4; 8 Dec. 75, p. 6; 9 Dec. 75, p. 6.

BASKARAN, P.S. Progress and prospects of the Indian economy : a statistical bird's eye view. *Modern Review*, 137(6) June 75, p. 462-7.

DACY, DOUGLAS C. Foreign aid, government consumption, saving and growth in less-developed countries. *Economic Journal*, 85(339) Sept. 75, p. 548-61.

GOYAL, VIBHOOTI. Area development strategy : diffusion of growth forces. *Economic Times*, 9 Dec. 75, p. 5.

JOSHI, NAVIN CHANDRA. Economic development and developing nations. *Mainstream*, 14(13) 29 Nov. 75, p. 30-1.

MEHTA, B.C. and N.L. HATHARIA. Imbalances in Rajasthan's economic development. *Economic Times*, 5 Dec. 75, p. 5; 6 Dec. 75, p. 5.

MITRA, ASHOK. Growth and

diseconomics. Economic and Political Weekly, 10(43) 25 Oct. 75, p. 1705-10.

RAGHAVAN, S.V. A Decade of strains and achievements : the nation's will to struggle and survive has quickened the pace of progress. Yojana, 19(21) 1 Dec. 75, p. 4-12.

RAY, BAREN. Political mechanisms of economic underdevelopment. Mainstream, 14(10) 8 Nov. 75, p. 11-14+

ECONOMIC PLANNING

CHATTOPADHYAY, P. Importance of cost-benefit analysis in economic planning. Capital, 175(4392) 11 Dec. 75, p. 788-90.

HEURTEBISE, ANDRE. The C.G. T.F.O. and the seventh plan. Annals of Public and Cooperative Economy, 46(3) July-Sept. 75, p. 251-70.

RANGACHARI, K. Draft fifth plan : no magic about size of outlay. Statesman, 10 Nov. 75, p. 6.

The Planning Commission is drawing up an annual plan for 1976-77, the third year of the Fifth Plan period. The risk of budget deficits by enlarging the size of the outlays cannot be taken in the present conditions. Inclusion of all the projects put forward by the Central Ministries and the State Governments has spread the available limited resources thinly over a large number of schemes. The Draft Fifth Plan assumptions are invalidated by the inflation of the last two or three years. The outlays are short and do not make up for the rise in costs to maintain their real value. However, the Plan is useful as a source book and schemes which deserve priority can be implemented with available resources. There is no direct relationship between the levels of outlay and growth rates. The lead to increase savings has to come from the Governments, Central and State, which have

steadily increased their expenditure on current consumption.

SAMS, K.I. and R. DAVIES. The Maltese Development Plan 1973-1980 : an economic appraisal. Annals of Public and Cooperative Economy, 46(3) July-Sept. 75, p. 289-302.

SIMHA, S.L.N. Case for an early fifth plan. Hindu, 9 Dec. 75, p. 8.

ECONOMIC POLICY

CARR, ROBERT. Income policy. Political Quarterly, 46(4) Oct.-Dec. 75, p. 403-10.

EDUCATION

CHARLES, K.J. Education and poverty in South Asia. Khadi Gramodyog, 22(2) Nov. 75, p. 93-9.

JOHN, V.V. Bane of "Committee culture"—how educational reforms are stifled. Times of India, 7 Oct. 75, p. 6.

—Education as monopoly; resistance to alternatives. Times of India, 24 Dec. 75, p. 8.

NANDA, A.K. Developmental education. Hindustan Times, 2 Dec. 75, p. 7.

EFFICIENCY, ADMINISTRATIVE

MARSHALL, GEOFFREY. Technique of maladministration. Political Studies, 23(2-3) July-Sept. 75, p. 305-10.

ELECTIONS

HODGKINSON, NEVILLE. Electoral reform in U.K.—debate over "Winner takes all". Statesman, 2 Oct. 75, p. 8.

McKAY, DAVID H. and GRAHAM K. WILSON. The U.S. mid-term elections. Parliamentary Affairs, 28(2) Spring 75, p. 216-24.

SHAFFER, WILLIAM R. Simple and inexpensive election prediction : a practical alternative. *Western Political Quarterly*, 28(3) Sept. 75, p. 506-15.

SHARMA, L.K. Gujarat panchayat elections. *Times of India*, 25 Dec. 75, p. 8; 26 Dec. 75, p. 8.

SRIVASTAVA, K.B. Election politics in India : a study of the U.P. Assembly elections of 1974. *Journal of the Constitutional and Parliamentary Studies*, 9(1) Jan.-March 75, p. 57-72.

ELECTRIC POWER

MUTATKAR, L.K. Economics of power generation. *Economic Times*, 14 Oct. 75, p. 7.

ELECTRIC SERVICE, RURAL

PRASAD, SIDDHESHWAR. Changing face of rural India. *Lok Udyog*, 9(8) Nov. 75, p. 63-5.

ELITE (SOCIAL SCIENCES)

CURNOW, ROSS. Research on elites in policy making : North America and Australia. *Public Administration* (Australia), 34(3) Sept. 75, p. 258-62.

JAIN, R.B. The Administrative elite in Europe. (Review article). *Indian Journal of Public Administration*, 21(2) April-June 75, p. 257-66.

KESHAVA, G.P. Elitism and economic development in the third world : a hypothesis. *India Quarterly*, 31(3) July-Sept. 75, p. 282-97.

EMERGENCY POWER

DANG, SATYAPAL. Emergency and after. *Mainstream*, 14(8) 25 Oct. 75, p. 9-10+; 14(9) 1 Nov. 75, p. 20-3.

DUTT, V.P. Emergency in India : the background. *Socialist India*, 12(4) 27 Dec. 75, p. 24-8.

JAG MOHAN. One hundred days of emergency. *Socialist India*, 11(18) 4 Oct. 75, p. 5-6+; 11(19) 11 Oct. 75, p. 9-12.

MISRA, PRABHASH CHANDRA. Emergency : Why? *Socialist India*, 11(21) 25 Oct. 75, p. 18-19+

PATEL, RAJNI. Why the emergency?—disciplined democracy and quest for stability. *Socialist India*, 11(18) 4 Oct. 75, p. 13-16+

SABHERWAL, O.P. Fruits of emergency. *Kurukshetra*, 24(3) 1 Nov. 75, p. 4-6.

SHUKLA, VIDYA CHARAN. Emergency averted : a crisis in democratic functioning. *Yojana*, 19(18) 15 Oct. 75, p. 6-7.

EMPLOYEE DISCIPLINE

WOHLKING, WALLACE. Effective discipline in employee relations. *Personnel Journal*, 54(9) Sept. 75, p. 489-93+

EMPLOYEES' REPRESENTATION IN MANAGEMENT

DIKSHIT, J.C. Workers' participation : some aspects. *Socialist India*, 11(18) 4 Oct. 75, p. 37-8.

GHOSH, BISWANATH. Workers' participation in management. *Yojana*, 19(17) 1 Oct. 75, p. 27+

GRAY, GEORGE A. Differential effects of temporal constraints or organizational participation. *Pacific Sociological Review*, 18(3) July 75, p. 327-41.

HUTCHINSON, HAROLD. Workers' participation in industrial management. *Socialist India*, 11(20) 18 Oct. 75, p. 22+

MEHER, M.R. Flexibility in new scheme of workers' participation in

management. Capital, 175(4388) 13 Nov. 75, p. 650-2.

ORGANIZATIONAL democracy : participation and self-management. Administration and Society, 7(1) May 75, p. 5-128 (entire issue).

SOMANI, N.K. Workers' participation. Economic Times, 20 Dec. 75, p. 5.

TULPUL, BAGARAM. Workers' participation in management. Economic and Political Weekly, 10(46) 15 Nov. 75, p. 1757-9.

VIKRAMA JIT. "Say" for workers in industry : multiple management boards vital. Economic Times, 6 Nov. 75, p. 5.

EMPLOYMENT

DESAI, V.V. Crash scheme for rural development. Yojana, 19(17) 1 Oct. 75, p. 11.

MUKHOPADHYAY, ARUN K. Rural employment programmes with special reference to pilot intensive rural employment projects : some observations. Community Development and Panchayati Raj Digest, 7(2) Oct. 75, p. 61-6.

The problem of rural unemployment and underemployment is increasing in alarming proportions. During the first two Plan-periods, the development activities under community development and national extension service programmes could not create any substantial work opportunities for the rural unemployed. Rural works programme was introduced during the Third Plan period but the magnitude of works undertaken and the actual amount spent were far below what had been planned. A number of schemes and programmes were introduced during the Fourth Plan period. Pilot Intensive Rural Employment (PIREP) was taken up for working from 1972-73 to 1974-75 in fifteen blocks throughout the country. The Conference

of State Officers on PIREP was held in New Delhi on 22nd February, 1975. The findings of the Conference are described. Theoretically speaking, the PIREP is a realistic and down-to-earth approach. Industrial and rural development are interdependent and should go hand in hand.

PANDEY, S.M. Rural employment, unemployment and poverty in Kerala : problems and policy perspectives. Social Action, 25(4) Oct.-Dec. 75, p. 325-40.

ENERGY RESOURCES

GANGULI, SALIL KUMAR. Energy crisis and the parliamentarians. Journal of Parliamentary Information, 21(3) July-Sept. 75, p. 355-9.

ENVIRONMENT

SETHI, NARENDRA K. Environmental management—its importance in our economy. Economic Times, 5 Nov. 75, p. 5.

ESTATE TAX

HORSMAN, R.G. The Avoidance of estate duty by gifts *inter vivos* : some quantitative evidence. Economic Journal, 85(339) Sept. 75, p. 516-30.

EXCISE TAXES

DATTA, GAUTAM. Some quantitative implications of the Indian excise tax system. Commerce, 131(3370) 20 Dec. 75, p. 987-90.

Excise duties accounted for about 39 per cent of total taxes raised in 1970-71, while their contribution in 1950-51 was somewhat less than 11 per cent. Moreover there is progressive increase in the diversification of the excise tax structure. The incidence of taxes on each sector under three different systems of commodity taxation is analysed. The systems are : (1) the existing system, (2) the

General Excise Tax system recommended by the Bhoothalingam Committee; and (3) a uniform value added tax system. These schemes are briefly evaluated against one another. It appears that excise tax rates in India are not designed with goals of the planning system in mind. Rather the aim is to keep up the growth of tax revenue with that of GNP and act as a rationing device in the case of price controlled commodities.

EXECUTIVES

JOSHI, NAVIN CHANDRA. Management : how to reduce executive tensions. Capital, 175(4388) 13 Nov. 75, p. 648.

EXPENDITURES, GOVERNMENT

TRINKL, FRANK H. Resource allocation under uncertainty. Policy Sciences, 6(1) Mar. 75, p. 29-40.

FAMINES

JODHA, N.S. Famine and famine policies : some empirical evidence. Economic and Political Weekly, 10(41) 11 Oct. 75, p. 1609-23.

The famine relief policies of the government have been criticised for being too liberal, wasteful and devoid of economic rationality. It has been argued that administrators' lack of understanding of the true nature of the distress caused by drought or famine is responsible for these deficiencies. In this paper the author examines the validity of these criticisms, using empirical evidence from one of the most drought prone areas of the country, the arid region of Western Rajasthan.—*Reproduced.*

FARM INCOME

ACHARYA, S.S. Green revolution : farm income distribution. Economic Times, 12 Dec. 75, p. 5+; 13 Dec. 75, p. 5+

FARM LABOUR

ALEXANDER, K.C. Genesis of agrarian tension in Thanjavur : findings of a research study. Economic and Political Weekly, 10(49) 6 Dec. 75, p. 1881-6.

There has been a tendency among some scholars and administrators to trace the genesis of the 'recent agrarian' tensions to the so-called green revolution and the widening of economic disparities in the countryside caused by it. Some others trace the agrarian tensions to the changing values and norms of society. They point out that Indian society has always been stratified, that a wide gulf between the rich and the poor is nothing new and that such a society continued to exist without much tension for a long time as inequality was legitimised by the ideology and values prevalent in the social system. For a variety of reasons these values are now being replaced by a different set of values, emphasising egalitarian relations in different aspects of social life. The agrarian tensions which we are witnessing are to be traced to this development. This article examines these two views about the causes of agrarian unrest. It is based on a study of two taluks of east Thanjavur district in Tamil Nadu.—*Reproduced.*

HOTA, B.C. and M. CAMPATI. Demand for outside labour in agriculture : a functional approach. Manpower Journal, 11(2) July-Sept. 75, p. 7-19.

FARMERS

KABRA, GOVIND DAS. A Study of small and marginal farmers. Kurukshetra, 24(1) 1 Oct. 75, p. 50-2.

RAMACHANDRAN, SHASTRI. Portrait of a peasant. Indian Express 7 Nov. 75, p. 4.

FLOOD CONTROL

DATTA-RAY, SUNANDA K. After Bihar's ordeal. *Statesman*, 1 Dec. 75, p. 6; 2 Dec. 75, p. 6; 4 Dec. 75, p. 6.

Confined to a shallow triangle formed by the Ganga on the north, the Sone on the west and the Poonpoo river in the south, Patna has no natural means of drainage and no artificial barriers for protection. August 1975 flood tragedy is briefly described. The country's response to Patna's travail was spontaneous and constructive. Master Plan for Patna was drawn up by Improvement Trust in 1961. The Trust was superseded and Regional Development Authority took over in June 1975. The Authority has jurisdiction over Dinapore, Patna, Futwa and Khagaul. Another Master Plan is being drawn up to tackle the problems of inadequate drainage, atrocious roads, insufficient housing, antiquated arrangements for water, electricity and transport, and the absence of a green belt. All this is to be accomplished by 1980. Without any genuine urgency of purpose each new regime seeks only to leave its own impression upon the future. It is suggested that the Regional Development Authority should be fully empowered to solve the problems.

DATTA-RAY, SUNANDA K. Protection from floods: time to think of a regional grid. *Statesman*, 9 Dec. 75, p. 6.

After the Patna deluge in August 1975, the Bihar Government appointed an Expert Committee to inquire into the causes. The Committee's 11-point programme confines itself to saving Patna and its environs and overlooks the need for irrigation water in South Bihar's parched districts while the north bank of the Ganga is washed away. The origin of Patna's inundation lies in the absence of any cooperation between Bihar, Uttar Pradesh and Madhya Pradesh. This is an

opportune time to re-examine Dr. K.L. Rao's scheme to link Ganga in Bihar with Cauvery in Tamil Nadu. This scheme involves seven states and is quite optimistic. Any way a regional grid for Bihar, Uttar Pradesh and Madhya Pradesh will be helpful in correcting nature's imbalance and add a constructive dimension to planning.

FOOD SUPPLY

BHATIA, B.M. Feeding the world. *Statesman*, 17 Nov. 75, p. 6; 19 Nov. 75, p. 4; 20 Nov. 75, p. 8.

MAHALINGAM, N. The Economics of food imports. *Eastern Economist*, 65(22) 28 Nov. 75, p. 982-3.

SUD, SURINDER. Problems of a good crop. *Indian Express*, 15 Nov. 75, p. 4.

FOREIGN COMMERCE

GOPALAKRISHNAN, P. and INDRA DEV. Import substitution: prospects & retrospects. *Economic Times*, 17 Nov. 75, p. 5; 18 Nov. 75, p. 5; 19 Nov. 75, p. 5.

The process of import substitution is aimed at achieving self-reliance and a favourable balance of payments position. The figures for imports for the period 1972-75 are presented commodity-group-wise. The government sector has to play a very crucial role in economising the imports as it accounts for about 75 per cent of the total value of import licences issued. The prospects of import substitution in industrial sector are discussed. India has already passed through the stage of importing complete production plants. The strategy for imports substitution has to be based on enlightened corporate policy of source development, standardisation of equipment and designs, and national technology policy. For critical imported raw materials and spare parts "banks" should be set up. The strategy for achieving technological self-reliance must include selective buying of

technology, import substitution, development of threshold technology and development of essentially indigenous technology. Better return on investment on research will accrue if CSIR laboratories are associated with industry groups and are made responsible to them. The government should set up "technology transfer centres" to conduct tecononomic review of the old and new patents field in India. The facilities and expertise already established in the country have to be availed of to full advantage in making more exports, fuller utilisation of capacities, materials conservation and import substitution coupled with a curtailment of non-essential imports catering particularly to elite consumption.

RAMACHANDRAN, K.S. Need for a fresh look at export incentives. Capital, 175(4392) 11 Dec. 75, p. 790-2.

SINGH, MAHENDRA PRATAP. Import substitution : problems and perspective. Eastern Economist, 65(24) 12 Dec. 75, p. 1073-7.

SREEDHAR. India-Pakistan trade : problems and prospects. India Quarterly, 31(3) July-Sept. 75, p. 233-48.

FOREIGN CREDIT

PRASAD, K. Relieving poor nations of their debt burden—major problems. Economic Times, 20 Dec. 75, p. 5; 22 Dec. 75, p. 5.

FUTURISM—RESEARCH

HARMAN, WILLIS W. On normative futures research. Policy Sciences, 6(2) June 75, p. 121-35.

GAMES (MANAGEMENT)

ZAFFARANO, JOAN. Games managers play. Administrative Management, 36(7) July 75, p. 24-5.

GANDHI, M.K.

THE LEGACY of Gandhi : a symposium on the thought of a great revolutionary. Seminar, 194, Oct. 75, p. 10-49. (entire issue).

GAS, NATURAL

PATEL, S.M. Performance of bio-gas plants in Gujarat. Khadi Gramodyog, 21(11) Aug. 75, p. 493-502.

GENERALISTS

PARACER, A.P. (Bureau of Public Enterprises, New Delhi). Role of generalists and specialists in public administration. Indian Journal of Public Administration, 21(2) Apr.-June 75, p. 197-207.

The role of generalists and specialists in public administration is complementary to each other and not mutually conflicting since both of them have an important function to perform. The terms 'generalists' and 'specialists' like the word 'socialism' are quite often loosely used and these denote different connotations to different persons. For purposes of this paper, the officers who are recruited to a service on the basis of their pre-entry professional qualifications are 'specialists' whereas those recruited on the basis of a general educational background are 'generalists'.

The officers who join Engineering Services, broadly termed as 'Specialist Services', have to pass through a type of training and experience which give them exposure to a wide variety of managerial tasks. As the engineer reaches the Chief Engineer's level, there is a predominance of coordination and policy formulation role in his functions. In fact he emerges as a Public Works Administrator which is an important field in Public Administration. This leads to the concept that 'Administration' itself is a specialism and has to be related to a particular

field of activity. There can be no such thing as absolute administration—although we can have economic administration, agricultural administration, health administration, much in the same manner as public works administration.

The controversy between 'specialists' and 'generalists' is not a fight against 'generalism' but it is against the *a priori* premise of the primacy of 'generalism'. It is against a system which denies equal opportunity to a specialist to reach the top administrative levels and thereby denies country's administration the competence available in the specialist services. The fight is against a distorted value system in which a specialist is highly underrated.

The main objective of our system should be to provide good public administration. This can be achieved by implementation of the recommendations of various committees and commissions and the decisions on the Government regarding the relationship of 'specialists' and 'generalists' in the Civil Service. —*Author.*

GOVERNMENT AND BUSINESS

OGUNPOLA, AKIN and OLADEJI OJO. Market failures and government intervention in the Nigerian economy. Quarterly Journal of Administration, 9(4) July 75, p. 423-9.

SELF, PETER. Economic ideas and government operations. Political Studies, 23(2-3) June-Sept. 75, p. 381-9.

GOVERNMENT CORPORATIONS

SOYODE, A. A Framework for the evaluation of performance in public corporations. Quarterly Journal of Administration, 9(3) Apr. 75, p. 319-24.

GOVERNMENT ENTERPRISE

DESARDA, H.M. Cotton procurement scheme. Economic Times, 11 Dec. 75, p. 5.

—Maharashtra—monopoly cotton purchase scheme. Mainstream, 14(14) 6 Dec. 75, p. 13-14+.

Maharashtra is the biggest cotton producing state in India in terms of acreage. Lack of remunerative price and fluctuations caused through satta bazar, have hit worsely the growers of the cotton. Maharashtra Government introduced the Cotton Monopoly Procurement Scheme to provide statutory safeguard of remunerative guaranteed price and to make the cooperative movement in the state more cohesive by linking credit to marketing. A brief review of the working of the scheme is given.

FAZAL, MOHAMMED. Public sector : a commitment fulfilled. Yojana, 19(22) 15 Dec. 75, p. 11-13.

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MUKHERJEE, P.K. Productivity in the manufacturing public sector. Lok Udyog, 9(7) Oct. 75, p. 43-6.

NIGAM, RAJ K. Public sector performance ; pre-view for 1975-76. Socialist India, 12(4) 27 Dec. 75, p. 21-3+

PAREKH, H.T. Government as business entrepreneur. Economic Times, 16 Nov. 75, p. 5; 23 Nov. 75, p. 5+

REDDY, K.V. RAGHUNATHA. Role of public sector in Asian development. Mainstream, 14(6) 11 Oct. 75, p. 23-5.

SADHU, ARUN. State trading in cotton : Maharashtra's controversial scheme. Times of India, 29 Nov. 75, p. 8.

GOVERNMENT ENTERPRISE— LEGISLATIVE CONTROL

BATRA, SATISH K. (L.B.S. College,

Jaipur). Admissibility of questions on state enterprises in Rajasthan Legislative Assembly—some issues. Administrative Change, 3(1) July-Dec. 75, p. 97-108.

The three major media for the exercise of legislative control over public enterprises are : legislative questions, debates and the legislative committees set up specifically for this purpose. This article analyses the problem of admissibility or otherwise of questions, the role of the Speaker in regard to such an admissibility, the special status enjoyed by the Legislative Secretariat in this sphere and other related issues, which, in essence, have been seen in the perspective of Rajasthan Legislative Assembly. The analysis is based on empirical data, primarily on the proceedings of the Assembly. On the whole, rules regarding admissibility of questions have worked very satisfactorily, and on empirical observation, it is found that the Members appear to be satisfied over the rules of procedure for questions, and the decisions from the Chair on them.

GOVERNMENT ENTERPRISE— PERSONNEL

GUPTA, V.S. (Central Vigilance Commission, New Delhi). Conduct rules for public sector employees. Lok Udyog, 9(7) Oct. 75, p. 19-26.

Rules regulating the conduct of Government employees were evolved over the years since the last century. Even though the Government has made huge investments in the Public Sector Undertakings (about Rs. 6000 crores), and the employees thereof are "Public Servants" as defined in Section 21 of the I.P.C. thus being subject to the provisions of the Prevention of Corruption Act, 1947, they are not automatically covered by the Government Conduct Rules. The need for a uniform set of *model conduct and disciplinary rules* for the personnel of the public sector undertakings was keenly felt. This was done by the Central

Vigilance Commission by appointing a working group. The model rules so framed have since been circulated by the Bureau of Public Enterprises for adoption by the various public sector undertakings, with suitable adjustments. These model rules have been framed keeping the Government conduct and Disciplinary Rules *as the base*, but subject to suitable modifications therein according to the special requirements of public undertakings as business concerns, the aim being to evolve such rules as could ensure optimum results by the undertakings as commercial concerns as also a reasonably high standard of integrity among their employees.

Among the important provisions of the Model Conduct Rules, which are intended to cover all employees of public sector undertakings, except casual and contingent paid staff and the "Workmen" coming within the purview of the labour courts, are those pertaining to : (i) maintenance of absolute integrity, devotion to duty and conduct becoming of a Public Servant, (ii) restrictions on employment of near relatives, acceptance of gifts and private trade or employment (iii) investment lending and borrowing of money, and (iv) making of intimation or seeking of prior permission for transactions in movable and immovable property, etc. Unlike the Government rules, a list of common acts of misconduct has also been incorporated in the model for the public sector. While a Government servant is required to act in his best judgement except when he is acting under the direction of his superior officers, the provision of obtaining such directions in writing has been deliberately omitted in the Model Rules for public sector employees in view of the peculiar nature of work in the Public Sector Undertakings. What exactly constitutes conduct unbecoming of a public servant has to be left to the general discretion of the management. Broadly speaking, however, such conduct is not confined only to the official duties of public servants. The

general principle that Government expects its employees to maintain a decent standard of conduct in their private life and not bring discredit to their service by their misdemeanour applies equally well to the employees of the public sector undertakings though not in the same degree of strictness as in the case of Government employees, as the actions and decisions in the Public Undertakings are many a time guided by commercial considerations.

Conduct Rules only specify various Do's and Don'ts for the Public Servants. As held in *Reading Vs AG* (1951 AG 507) the important ingredients of the omnibus clause of the conduct rules regarding maintenance of integrity and devotion to duty are very much implied in the employer-employee relationship and the lack of these fundamental qualities in an employee particularly one who is a public servant is surely actionable even in the absence of any regular conduct rules whatsoever. What we are more concerned, therefore, is 'roguery' rather than the 'rules' and 'ethics' rather than the 'semantics'.—*Author*.

GOVERNMENT OWNERSHIP

PANJWANI, RAM. The Philosophy of nationalisation, *Socialist India*, 11(25) 22 Nov. 75, p. 15-16.

GOVERNORS

KERR, JOHN. The Governor-Generalship in Australia. *Journal of the Indian Law Institute*, 17(1) Jan.-Mar. 75, p. 1-7.

Speech delivered by the Governor-General of Australia at the Indian Law Institute, New Delhi, on 23rd Feb. 1975.

HEALTH SERVICES

SANJIVI, K.S. Rational approach to community health. *Hindu*, 23 Dec. 75, p. 6.

HEALTH SERVICES

SAX, SIDNEY. Australian health services : development and problems. *Public Administration* (Australia), 34(3) Sept. 15, p. 219-30.

SUD, K.N. A Health service for India. *Hindustan Times*, 13 Dec. 75, p. 7.

Whatever may be the future pattern of medicare in India, at present our health services are grossly inadequate, particularly in the rural areas. There is high concentration of medical personnel in cities. We have yet to evolve a clear national health policy and a coordinated delivery of health care system to the community. Beyond appointment of committees and panels of experts, there is little progress in revamping medical education. A task force set up by Indian Medical Association has drawn up a health scheme, patterned mainly after the British National Health Service. This scheme is briefly explained. It is suggested that the financial aspects of this scheme should be thoroughly examined before it is launched.

WILLIAMS, RONALD L. Explaining a health care paradox. *Policy Sciences*, 6(1) Mar. 75, p. 91-101.

HEALTH SERVICES— ADMINISTRATION

DONALD, B.L. Volunteers retained as managers : N.H.S. reorganization changes authority members' role. *Public Administration* (U.K.), 54 Autumn, 75, p. 299-320.

HEALTH SERVICES—PERSONNEL

RAM, ERIC R. and B.K. DATTA. Health manpower in the rural areas of the Miraj Taluka and its utilisation in the integrated health project. *Manpower Journal*, 11(2) July-Sept. 75, p. 52-64.

HEALTH SERVICES—PLANNING

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HONG KONG—POLITICS

HARRIS, P.B. Representative politics in a British dependency : some reflections on problems of representation in Hong Kong. *Parliamentary Affairs*, 28(2) Spring 75, p. 180-98.

HOUSING

CASSIDY, R. GORDON. Urban housing selection. *Behavioral Science*, 20(4) July 75, p. 241-50.

DAS, P.R. Housing for the poor. *Hindustan Times*, 1 Nov. 75, p. 7.

FORD, JANET. The Role of the building society manager in the urban stratification system : autonomy versus constraint. *Urban Studies*, 12(3) Oct. 75, p. 295-302.

PADMANABHAN, B.S. New approach to housing the poor. *Hindu*, 21 Nov. 75, p. 8.

The estimated housing shortage in India is increasing from year to year. The funds allotted for housing in the successive plans have been far from adequate. Apart from financial constraints it has to be seen that the available funds are used in right directions. The recommendations of the recent National Consultation organised by the National Building Organisation on low-cast housing indicate a new approach to tackle the problem. None of the current programmes will be able to solve the problem if stipulations and specifications so far regarded as minimal are adhered to. Application of new building materials and techniques

which reduce cost is rather slow. "Site and Service" should form the keystone of the new approach. The Government should allot the house-sites with civic amenities to those in the economically weaker sections and leave the allottee to build the shelter himself with cheap locally available materials. Based on the consensus arrived at the Consultation, the National Buildings Organisation is expected to draft an approach paper to help the Government to formulate a National housing policy.

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HOUSING—COSTS

CHATURVEDI, A.C. Planning for cheap housing. *Civic Affairs*, 23(4) Nov. 75, p. 13-19.

KANNAN, K.P. and R.J.S. SPENCE. A Social cost approach to choice of technology in building construction. *Economic and Political Weekly*, 10(48) 29 Nov. 75, p. M-143-156.

HOUSING—ECONOMIC ASPECTS

MULK RAJ. Pricing policy : an alternative for public housing agencies. *Lok Udyog*, 9(8) Nov. 75, p. 25-9.

HOUSING, RURAL

CHARYULU, U.V.N. Housing the rural poor : recent legislative measures in Andhra Pradesh. *Community Development and Panchayati Raj Digest*, 7(2) Oct. 75, p. 56-60.

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HENNESSY, JOSSLEYN. Pros and cons of negative income-tax. *Eastern Economist*, 65(17) 24 Oct. 75, p. 781-2.

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INDIA—ECONOMIC CONDITIONS

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INDIA—ECONOMIC POLICY

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SURI, PRAKASH CHANDRA (Panjab University, Chandigarh). Prime Minister's thesis for the new era. *Mainstream*, 14(10) 8 Nov. 75, p. 15-25; 14(12) 22 Nov. 75, p. 15-26.

The New Economic Programme announced by the Prime Minister on 1st July, 1975 is a partial document, although it does enunciate basic elements of her overall concept for the removal of poverty and then itemises the economic programme. How her thesis is taking shape by stages and in instalments is exhaustively analysed by the author in the light of her speeches on subsequent different occasions, addresses to various conferences and press interviews.

INDIA—FOREIGN RELATIONS

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SETH, S.P. The Indian Ocean and Indo-American relations. *Asian Survey*, 15(8) Aug. 75, p. 645-55.

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INDUSTRIAL DEMOCRACY

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INDUSTRIAL DEVELOPMENT

GHIRNIKAR, V.N. Industrial development of Chhatisgarh. *Yojana*, 19(20) 15 Nov. 75, p. 9.

INDUSTRY—LICENCES

BHOOTHALINGAM, S. Changes in industrial licensing policy. *Indian Express*, 11 Nov. 75, p. 4.

In October 1975 the Government of India announced major changes to liberalise industrial licensing policy. But the conditions attached are such that in the present circumstances when industries are finding it difficult to market what they produce the practical effect of liberalised licensing policy may not amount to much. The weaker units facing the competition offered by more productive units may demand special

assistance for their survival. Monopoly houses are allowed unlimited expansion in a few industries with some conditions regarding export of their produce. A better way is to encourage those who actually export. Liberal changes in industrial policy have to be supported by corresponding changes in price policy, credit policy and so on. Confidence has to be created that the new policies will be stable and steadfastly pursued.

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GOYAL, VIBHOOTI. Industrial location policy in Maharashtra : diluting concentration process. *Economic Times*, 18 Nov. 75, p. 5.

INDUSTRY—SECURITY MEASURES

DUTT, TUSHAR. Industrial security. *Indian Police Journal*, 12(1) July-Sept. 75, p. 51-61.

INDUSTRY, RURAL

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INDUSTRY, SMALL SCALE

CARTILLIER, MICHEL. Roll of small-scale industries in economic development : irrigation pumpsets industry in Coimbatore. *Economic and Political Weekly*, 10(44-5) 1 Nov. 75, p. 1732-41.

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GURUSAMY, M.P. Practice and prospects of khadi and village industries.

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KHATRI, J.S. and S.P. TYAGI. Scope of khadi and village industries in Delhi. *Kurukshetra*, 24(5) 1 Dec. 75, p. 7-8.

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INFLATION—GOVERNMENT CONTROL

GUENTHER, JACK D. "Indexing" versus discretionary action—Brazil's fight against inflation. *Finance & Development*, 12(3) Sept. 75, p. 24-9.

INFORMATION PROCESSING SYSTEMS

BENDAHOU, TAOUFIK. Data processing in social security institutions in Africa : advantages and disadvantages. *International Social Security Review*, 28(1) 75, p. 70-6.

INFORMATION SERVICES, GOVERNMENT

GANAPATHY, R.S. Design and implementation of urban information systems. *Economic and Political Weekly*, 10(44-5) 1 Nov. 75, p. 1747-8.

The current urban information systems are not effective to aid the urban decision-makers in solving urban problems. The major characteristics of

current information systems are analysed to point out their inadequacy. What is needed is a system which is simple to use, easily understandable by the users, capable of providing feed-back and moderately centralised so that integrated decisions can be made and use of urban resources maximised. The process of designing and implementing an information system is as important as its content. The primary users of an urban information system are the municipal officers and councillors. User involvement right from the planning phase is vital to ensure that the developed system is effective. An action-research approach in design and implementation can make the information system decision-oriented and citizen-relevant.

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INSURANCE

OYEJIDE, T. ADEMOLA and AFOLABI SOYODE. Capital and earnings in the insurance industry : the case of Nigeria. *Quarterly Journal of Administration*, 9(4) July 75, p. 389-401.

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INSURANCE, SOCIAL

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INTERNATIONAL BUSINESS ENTERPRISES

CHATTOPADHYAY, BOUDHAYAN. Multinational corporations and sovereignty. *Mainstream*, 14(16) 20 Dec. 75, p. 20-33.

GOPALAKRISHNAN, C.V. Role of multinationals. *Hindu*, 17 Oct. 75, p. 8.

JAYASHEKAR. Multinationals in Moscow. *Hindustan Times*, 23 Oct. 75, p. 7.

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CHARAN, A.S. Empirical study of W. Banas project. *Economic Times*, 2 Oct. 75, p. 5+; 3 Oct. 75, p. 5.

—Investment in irrigation projects and impact on income distribution. *Economic Times*, 14 Nov. 75, p. 5.

IRRIGATION schemes and social justice. *Voluntary Action*, 17(8) Aug. 75, p. 197-227 (entire issue).

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The net available additional benefit to the farmer from the irrigated crop is the general basis for computing water rates. The prevention of wasteful use of water facilities is of paramount importance. It is necessary to restructure the water rates from time to time depending on the vagaries of nature as well as progress of land reforms. A uniform structure of water rates for all regions cannot be evolved unless land reforms are also implemented on a uniform basis. The principle hurdles in evolving and enforcing a more rational structure of water rates in eastern India are pointed out. If adequate advance planning and pollution control is not there, enhanced or uniform water rates may be counter-productive.

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For various reasons there is under-utilisation of irrigation potential. One of the main objectives of the Fifth Plan in irrigation sector is improvement in the utilisation of the created potential. The necessity to set up an administrative agency to coordinate and expedite the various development programmes in the ayacut is proposed by the National Commission on Agriculture in its interim report on "Modernising Irrigation Systems and Integrated Development of Commanded Areas". The set-up, powers and functions of the Command Area

Development Authority, as proposed by the Ministry of Agriculture, are briefly described. This general pattern of set-up with some variations has been followed by different states. During 1974-75 National Institute of Community Development, Hyderabad, organised three training courses for the staff involved in Command Area Development work. The views of the participants in courses indicate that even though a new organisation is created the usual bureaucratic hurdles are still there. The reasons behind this phenomenon are analysed.

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In India Command Area Development Programme has been launched to improve the effectiveness of irrigation facilities. Yet not much attention is given to the operating procedures of the irrigation bureaucracy and the distribution of irrigation benefits between large and small farmers. For improvements in agricultural productivity one must know as to how decisions are taken by irrigation officials and the pressures under which they work. The author has presented a simplified account of the connection between the irrigation bureaucracy and the pattern of distribution of irrigation benefits. Various measures are suggested to offset the tendencies towards growing inequalities of irrigation benefits.

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MANAGEMENT

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MANAGEMENT—RESEARCH

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MANAGEMENT BY OBJECTIVES

HENRY, M.B.S. and S.K. MALHOTRA. MBO in Madura Mills : a case study. *Integrated Management*, (114) Oct. 75, p. 33-42.

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MEDICAL SERVICE, RURAL

MEHTA, S.R. Rural health services : an untapped resource. *Yojana*, 19(22) 15 Dec. 75, p. 21-3.

METROPOLITAN GOVERNMENT

GREEN, HARRY A. Managing a metropolis : the case of Kano. *Quarterly Journal of Administration*, 9(3) Apr. 75, p. 261-77.

HASHMI, S.H. Karachi metropolis : challenges of a growing population and the government response. *Journal of Administration Overseas*, 14(3) July 75, p. 172-80.

MILITARY GOVERNMENT

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MINING—ACCIDENTS

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MONARCHY

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MONOPOLIES

BOSE, AMIT. M.R.T.P. : distinguishing individual from group action. *Capital*, 175(4385) 23 Oct. 75, p. 539-41.

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MONOPOLIES—LEGISLATION

UPADHYAYA, M.L. Development of law on monopoly and competition in India. *Journal of Constitutional and Parliamentary Studies*, 9(1) Jan.-Mar. 75, p. 42-56.

MOTIVATION

SARBJIT SINGH, K. MOHAN and CHARANJIT SINGH. Motivating middle management. *Management Review (India)*, 2(3) 75, p. 58-64.

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MUNICIPAL CORPORATIONS

JAGJIT KAUR (Banaras Hindu University, Varanasi). Development of municipal corporations in India. *Civic Affairs*, 23(2) Sept. 75, p. 11-14.

. The municipal corporation manifests

the highest form of urban government hierarchy. Different states have applied different criteria in setting up corporations. The differentiating features between the corporation and a municipality are pointed out. What chiefly distinguishes a corporation from the municipality is the complete separation of the deliberative from the executive functions. The corporations differ in different states so far as their functions are concerned. The corporations are suffering from paucity of funds. They need more elastic taxation powers and adequate grants from state governments.

MUNICIPAL GOVERNMENT

JONES, G.W. Problems of city government. *Journal of Administration Overseas*, 14(4) Oct. 75, p. 216-27.

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SINGH, J.N. Civic administration. *Hindustan Times*, 26 Dec. 75, p. 5; 27 Dec. 75, p. 7.

Municipal administration has the direct and immediate responsibility of providing civic services and amenities at the local level. It is a very sensitive area of management as a large number of workers of widely varying calibres, capacities and moral standards is engaged in the production of goods and services involving large amounts of public funds. Therefore the role of staff supervision and control is very important in municipal administration. Constant, intensive and extensive supervision is a condition essential for the efficient functioning of municipal bodies irrespective of the size of their jurisdiction and resources. The system of staff supervision in municipal administration has to be a multi-level responsibility to eliminate chances of collusion between field

operatives and lower rungs of the supervisory staff and the consequent upward seepage of corruption. The essence of good and effective discipline lies in quick disposal of disciplinary cases. For this clear cut and effective rules and regulations governing the conduct of employees are essential. As an example, the system of staff supervision and control in the Department of Property Taxes Assessment and Collection in Delhi Municipal Corporation is described. Ultimately any system of supervision and control will function only as efficiently and effectively as the men responsible for enforcing it.

MUNICIPAL OFFICIALS AND EMPLOYEES

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AKINDELE, R.A. Nigerian parliament and foreign policy, 1960-1966. *Quarterly Journal of Administration*, 9(3) Apr. 75, p. 279-91.

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BHARGAVA, GURA. The Studies of occupational socialization : a glance at their organizational context. *Administrative Change*, 3(1) July-Dec. 75, p. 42-53.

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LAL, C.B. Methods study : an important tool for management. *Capital*, 175(4384) 9 Oct. 75, p. 504.

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TAGLIERE, DANIEL A. What an executive should know about organization development. *Training and Development Journal*, 29(7) July 75, p. 34-40.

ORGANISATION AND METHODS

CEMACH, HARRY P. O & M : forward from square one. *Work Study and Management Services*, 19(8) Aug. 75, p. 278-80.

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ZIRING, LAWRENCE. Pakistan : a political perspective. *Asian Survey*, 15(7) July 75, p. 629-44.

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PERSONNEL

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PERSONNEL—DISMISSAL

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PERSONNEL—SERVICE RATING

MASSEY, DON J. Narrowing the gap between intended and existing results of appraisal systems. *Personnel Journal*, 54(10) Oct. 75, p. 522-4.

RAJAMANI, S. Performance appraisal and organisational development. *Management Accountant*, 10(11) Nov. 75, p. 782-25.

SCHOWENGERDT, RICHARD N. How reliable are merit rating techniques? *Personnel Journal*, 54(9) Sept. 75, p. 496-8.

PERSONNEL, PUBLIC-EMPLOYEE RELATIONS

VERMA, PRAMOD and S. MOOKHERJEE. (Indian Institute of Management, Ahmedabad). Industrial relations in government : dynamics and key issues. *Lok Udyog*, 9(7) Oct. 75, p. 7-17.

This paper attempts to review briefly the dynamics of employee relation in government as it exists today in India. In the recent past India has witnessed a sizable increase in its governmental workforce, a notable growth of trade unionism among civil servants and a substantial amount of industrial disputes in government. It is argued that economic dissatisfaction of the central government employees due

to relatively low emoluments compared with non-government organisations and a gradual fall in real income is the main source of conflict in government. Although government as an employer is significantly different in many ways than any private employer, the government employee as an individual is no different from a private employee in his hopes and aspirations for higher salary and better standards of living. So long as government as employer is unable to fulfil its employees' minimum economic need, an overt employer-employee conflict is inevitable. It is suggested that employee unrest in government could be avoided by developing an effective dispute settlement machinery. The workable strategy would be the revival of Whitleyism with necessary renovation, recognising the employees' right to form and join association according to one's own choice and changing legislation in favour of employees' current economic and social need—*Author*.

PERSONNEL, PUBLIC—LEGISLATION

BHATTACHARYA, MOHIT. Bureaucratic rules and bureaucratic behaviour. *Administrative Change*, 3(1) July-Dec. 75, p. 73-80.

Acknowledging the central importance of rules in bureaucratic theory, the discussion is aimed at having a better understanding of the role of 'rules' in an emergency situation. The emergency condition relates to the near-famine situation in Maharashtra due to the failure of the monsoon between 1971 and 1973. To cope with this unusual phenomenon, the state administration was reorganised at the Secretariat and the field levels. Harmonious working between the Secretariat and the field administration was ensured by continuous issue of rules and directives from the former to the latter. The rhythmic quality of rules and their varied functions are analysed and interpreted in terms of salient

behavioural characteristics of the specially constituted scarcity administration. It seems that during crisis management, the bureaucratic system did not underplay Weberian principle of rule-adherence. Rigidity of rules was circumvented by prompt adaptation to the ground level situation which was evident from rapid modification, clarification and substitution of rules.

PERSONNEL, PUBLIC— PROMOTION

McCARRY, G.J. Seniority : will it rule from the grave ? Public Administration (Australia), 34(3) Sept. 75, p. 231-41.

PERSONNEL, PUBLIC— RETIREMENT

MOTIWAL, O.P. (Minerals & Metals Trading Corporation of India Ltd., New Delhi). Compulsory retirement. Indian Journal of Public Administration, 21(2) Apr.-June 75, p. 247-56.

Compulsory retirement means the retirement of a government servant against his will. In this article the author has summarised the important points of law regarding compulsory retirement as decided by various courts in India during the year 1974.

PETROLEUM INDUSTRY AND TRADE

MAHATME, D.B. China : emerging oil giant. Commerce, 131(3358) 27 Sept. 75, p. 516-17+

POLICE

PATTABHIRAM, M. Modernisation of police. Hindu, 17 Nov. 75, p. 6.

Police should not only get better emoluments and facilities but also more sophisticated equipment to discharge their functions effectively. Apart from latest equipment, modernisation of police

has many facets. A well-organised training programme is one of the several components which determine the efficiency and morale of the organisation. The police should be able to develop positive attitudes, gain technical and analytical skills and acquire initiative and ability to anticipate situations in order to achieve the goals of the organisation. Police may get public sympathy and cooperation if they give up the third degree methods for detecting crime and tracing the criminals. Steps should be taken to remove the grievances of the average policeman. Sardar Patel National Police Academy at Hyderabad may succeed in introducing new programmes for police training.

POLICE, METROPOLITAN

MARK, ROBERT. The Metropolitan police and political demonstrations. Police Journal, 48(3) July-Sept. 75, p. 191-203.

POLICY SCIENCES

REYNOLDS, JAMES F. Policy science : a conceptual and methodological analysis. Police Sciences, 6(1) Mar. 75, p. 1-18.

POLITICAL PARTICIPATION

CITIZEN and administration—I. (Special Number). Indian Journal of Public Administration, 21(3) July-Sept. 75, p. 289-433 (entire issue).

Contents : Editorial; Role of mass media in administration-citizen relationship, by Vidya Charan Shukla; Plan implementation and the citizen, by I.K. Gujral; Administration of civil supplies for the common man, by A.C. George; The Farmer and administration of irrigation, by N.R. Mirdha; The Citizen, society and decision-making, by R.N. Haldipur; Administrator and the citizen : some general reflections and their relevance to the field of cooperation, by P.R. Dubhashi; Administration

and citizen in India : an analytical and prescriptive profile, by C.P. Bhambhri; The citizen and planning, by V. Subramanian; Administration and the citizen : taxpayer compliance, by R.L. Malhotra; Municipal administration and the citizen, by Deva Raj; Citizen and administration, by B.S. Khanna; Panchayati raj and the citizen : the myth of participatory democracy, by Haridwar Rai and Sakendra Prasad Singh; Citizens' grievances against police : dimensions and strategies, by G.C. Singhvi; Administration and the police : police-citizen relationship, by P.D. Sharma.

This issue begins with an article of Mass Media and the Citizen by Shri V.C. Shukla, Minister for Information and Broadcasting. He points out the need for government taking the citizens into its confidence about important matters of policy covering the whole gamut of governmental administration, and the vital role which mass media like the Radio, the Television, etc., play in this context. For stabilisation of the democratic administration, the role of mass media is significant.

Shri I.K. Gujral, Minister for Planning, in his article points out the need for the cooperation and involvement of the common man in the implementation of the various plan programmes. The citizen must know clearly about the developmental schemes of the Government; only then would he be able to help in translating the plans into reality. The concretisation of the process of people's participation becomes very crucial for the successful implementation of planning. It is a continuing problem of administration.

Shri A.C. George, Minister for Commerce, discusses in detail the various steps taken by the Government to stem the tide of inflation, to hold the price line, to step up production and guarantee even flow of essential commodities to the market for the benefit

of the citizen. The many parameters of the public distribution system impinge on the many sensitive points of citizen-administration relationship.

In a very informative article, on the Farmer and Administration of Irrigation, Shri R.N. Mirdha begins by tracing the history of irrigation in our country. After giving the developments in pre-Independence period, he shows how more and more land has been gradually brought under cultivation, thanks to the implementation of various schemes of irrigation. He stresses the point that an irrigation scheme is not merely a means of providing water for crops but an opportunity for a complete change over from the uncertain and often precarious rainfall cropping to a scientific method and in this, the education of the farmer is the most important factor. He discusses at length the need for close rapport between the farmer and the administration, and the responsibilities of both in this task.

In an analytical article, Shri R.N. Haldipur discusses the process of decision-making in the Government and points out the need for associating the citizen, and society in general in the process. In a democracy, where there is a close rapport between the citizen and the administration, the decisions of the Government will never take the common man by surprise and there will be an element of inbuilt relationship between the citizen and the administration.

Shri Dubhashi discusses the problem of the relationship between the citizen and the administration in a broad perspective. After analysing the problem in general, he lists the various situations in which the citizen comes into contact with the administration and indicates the departments which have to play a positive role in such contacts. While pointing out that fairness, promptness and efficiency may result in citizen satisfaction, he stresses the point that for

development departments, mere passive acquiescence or toleration will not do. The administration must evoke active popular enthusiasm and cooperation.

Shri Bhambhri looks at the problem from a conceptual point of view. After discussing what seem to be the general features of the relationship between the citizen and the administration as it exists today in India, he presents a prescriptive profile of this relationship. We are sure his article will stimulate further thinking on the problem by others, interested in his approach.

Shri V. Subramanian, in his article on the Citizen and Planning, points out that hitherto the participation of the citizen in planning has not been substantial. Now with the Fifth Plan, however, a serious attempt is being made to involve the people in various stages of planning. Mr. Subramanian goes on to analyse the possibilities of close association of the citizen with the planning machinery at various stages which include policy and objectives, formulation of programmes of action, implementation of programmes and evaluation of achievements and results. He draws on his rich experience as Special Secretary of Planning for the Maharashtra Government to illustrate his contention that real progress can be achieved only by the involvement of the people in plan policy and plan administration.

Municipal Administration is one of those areas where the citizen comes into close contact with the administration frequently. Prof. Deva Raj in his article, deals with the role of local government, in general, the need for intelligent citizen participation and the fostering of representative institutions. The importance of the citizen's role in the utilisation of services and in the maintenance of proper environment, etc., is highlighted. After tracing the British development of legal processes for

consultation with the citizens in decision-making, he goes on to the developments in India. He dwells upon the importance of the role of the local councillor in keeping the relationship between the administration and the citizen cordial and useful and the need for voluntary Mohalla Committees which can play a vital part in this relationship.

Prof. B.S. Khanna writes on the various general aspects of the citizen-administration nexus. In a broad overview of the whole problem, he points out the lacunae in the present set-up which prevent the growth of cordial relationship between the citizen and the administration and makes suggestions for betterment of this relationship which merit attention.

Panchayati Raj was originally intended to be essentially a people-oriented and locally rooted set-up and in this field the citizen and administration have a continuing close relationship. Prof. Haridwar Rai and Shri S.P. Singh in their perceptive article have provided a view point on various obstacles which may be said to have inhibited the growth of participatory democracy at the grass roots level. The article deserves attention when efforts are being made to activate and revitalise Panchayati Raj institutions.

The levy and collection of taxes is the responsibility of the Government, and the citizen's willing cooperation in the payment of taxes will go a long way to smoothen the relationship between the administration and the citizen. Shri R.L. Malhotra, in his article, analyses the factors which will invoke such willing compliance on the part of the citizen. A sympathetic tax structure, responsive to the needs of the people, laws regarded as fair and reasonable by the taxpayer, and fair methods of bringing delinquents to book—these are absolutely essential in this field. Mr. Malhotra points out the ways in

which the taxpayer must be taken into confidence, the need for use of various means of informing the public about the philosophy and structure of tax levy and above all, the utmost necessity for the authorities to develop an attitude of courtesy and consideration for the citizen.

This part ends with two articles on the relationship between the Police Administration and the Citizen. Shri G.C. Singhvi, with his wide experience of Police administration, analyses the citizen's grievances against the Police and suggests suitable remedies for getting over the traditional antipathy of the citizen towards the Police and building proper rapport between the two. Dr. P.D. Sharma looks at the problem from the academician's points of view and analyses the results of his research in the field for the benefit of the reader.
—*Reproduced from Editorial.*

MEHTA, B. (I.A.S. retd.) Politics, administration and the citizen. *Administrative Change*, 3(1) July-Dec. 75, p. 81-6.

In a democratic set-up the administration has to be responsible to the citizens. Deviation from moral standards on the part of ministers, legislators or administrators tends to vitiate policy, weaken administration and undermine public confidence. Any attempt to destroy the non-political orientation of government servants may lead to a spoils system. In order to have vitality in democracy, citizens must be trained to be progressive and forward looking. One way of educating people is to involve them in running the affairs of the community. The Gram Sabhas in rural areas need to be activated, while Ward Committees be constituted in municipal towns. These institutions alone are inherently capable of bringing people in direct relationship with the administrative systems.

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POLITICAL PARTIES

BURKI, SHAHID JAVED and CRAIG BAXTEV. Socio-economic indicators of the people's party vote in the Punjab : a study at the tehsil level. *Journal of Asian Studies*, 34(4) Aug. 75, p. 913-30.

POLITICAL PARTIES—FINANCE

CRICK, BERNARD. Paying for the parties : a review. (On Dick Leonard's *Paying for Parties Politics : the case for public subsidies*, PEP broadsheet No. 554, July 1975). *Political Quarterly*, 46(4) Oct.-Dec. 75, p. 411-17.

POLITICAL SCIENCE—RESEARCH

BLONDELL, JEAN. Plea for problem-oriented research in political science. *Political Studies*, 23(2-3) June-Sept. 75, p. 232-43.

POLLUTION

BAWA, VIJAY S. On optimal pollution control policies. *Management Science (Application Series)*, 21(12) Aug. 75, p. 1397-1404.

FRANCIS, O.A. Anti-pollution steps by Gauhati refinery. *Lok Udyog*, 9(8) Nov. 75, p. 31-2.

POLLUTION—FINANCE

THOMAS, ROBERT D. Financing pollution control : fees as an alternative to federal air and water program grants. *Midwest Review of Public Administration*, 9(1) Jan. 75, p. 3-17.

POPULATION

BHATTACHARYA, VIVEK. Challenge of population explosion in rural India

Khadi Gramodyog, 22(1) Oct. 75,
p. 48-58; 22(2) Nov. 75, p. 111-20.

POPULATION—STATISTICS

DARCY, L. and D.L. JONES. The Size of the homeless men population of Sydney. *Australian Journal of Social Issues*, 10(3) Aug. 75, p. 208-15.

IQBAL, BADAR ALAM. Population growth in Uttar Pradesh. *Civic Affairs*, 23(4) Nov. 75, p. 21-3.

POVERTY

GARFINKEL, IRWIN and ROBERT D. PLOTNICK. Poverty, unemployment, and the current recession. *Public Welfare*, 33(3) Summer 75, p. 10-17.

KARIYAL, SIDDHARTHAN. Rural poverty : a spot report from Rajasthan. *Yojana*, 19(19) 1 Nov. 75, p. 30-5.

KAVANAGH, BOB and MICHAEL STUART. Urban poverty project. *Administration*, 22(1) Spring 74, p. 93-8.

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RAO, M.V. RAGHAVA. Garibi hatao. *Modern Review*, 137(1) July 75, p. 14-17.

PRESIDENTS—POWERS AND FUNCTIONS

KIAPI, ABRAHAM. Constitutional checks on presidential powers in East Africa. *Journal of Constitutional and Parliamentary Studies*, 9(1) Jan.-Mar. 75, p. 28-41.

PRESS

BHATTACHARJEA, AJIT. Press under pressure. *Indian Express*, 13 Dec. 75, p. 4.

PRICES—REGULATION

HERBERT, JOHN M. A Plan for stabilizing prices. *Annals of Public and Cooperative Economy*, 46(3) July-Sept. 75, p. 271-6.

PRIME MINISTERS

MEDIANSKY, F.A. and J.A. NOCKLES. The Prime Minister's bureaucracy. *Public Administration (Australia)*, 34(3) Sept. 75, p. 202-18.

PROGRAMME BUDGETING

HATLEY, RICHARD V. and TEJ KUMAR JAIN. Implementing PPBS for governmental decision-making. *Administrative Change*, 3(1) July-Dec. 75, p. 1-15.

PROJECT MANAGEMENT

MUKERJI, G.P. Assessing managerial competence for financing of projects : an objective scheme. *Economic and Political Weekly*, 10(48) 29 Nov. 75, p. M-157-9.

PROHIBITION

PATTABHIRAM, M. A National policy on prohibition. *Hindu*, 2 Oct. 75, p. 6.

PROPORTIONAL REPRESENTATION

CRIDDLE, BYRON. Distorted representation in France. *Parliamentary Affairs*, 28(2) Spring 75, p. 154-79.

PUBLIC ADMINISTRATION

JAIN, S.P. and USHA SINGH. The Prefect system in France. *Political Science Review*, 14(1-2) Jan.-June 75, p. 77-102.

KING, ANTHONY. Overload : problems of governing in the 1970s. *Political Studies*, 28(2-3) July-Sept. 75, p. 284-96.

MACHINERY of government. Public Administration (Australia), 34(2) June 75, p. 113-82 (entire issue).

Contents : Machinery of government changes in New South Wales, by Barry Moore; The Royal Commission on Australian Government administration, by M. Bourke, G.N. Hawker, J.R. Nethercote and K.J. Tucker; The Role of central or departmental policy and planning units : recent developments in Britain, by Richard A. Chapman; Reflections on policy making and public service, by Andrew Farran; Bermuda Boards : lessons for Canberra? by R.L. Wettenhall.

SETHI, P.C. (Chief Minister, Madhya Pradesh). New challenges in administration. Indian Journal of Public Administration, 21(2) Apr.-June 75, p. 167-71.

This is from the Welcome Address delivered at the inauguration of the training course on *Project Management Techniques* mounted by the Madhya Pradesh Regional Branch in collaboration with the Indian Institute of Public Administration at Bhopal on 25th May, 1975. Administration is a developing science and widest possible research and debate can make it more effective and purposive. To achieve the objectives of rapid economic development, fostering of social justice and building of an egalitarian society, it is not enough for an administrator to be competent and honest; he must manifest a humane outlook and an eager responsiveness to the needs of the citizen. In India the official and private lives of public functionaries cannot be separated. Administrators with austere habit are given greater respect in India. The procedure-oriented administrative structure inherited after Independence has to be converted into a result-oriented one. Collective responsibility versus personal accountability, anonymity and neutrality of civil servants,

commitment, etc., are the aspects of public administration in which research is necessary.

PUBLIC ADMINISTRATION— STUDY AND TEACHING

ROBSON, W.A. The Study of public administration then and now. Political Studies, 23(2-3) June-Sept. 75, p. 193-201.

YARWOOD, DEAN L. and DAN D. NIMMO. Perspectives for teaching public administration. Midwest Review of Public Administration, 9(1) Jan. 75, p. 28-42.

PUBLIC DISTRIBUTION SYSTEM

SUNDARAM, I. SATYA. Problems of public distribution system. Mainstream, 14(13) 29 Nov. 75, p. 7-8+

The distribution of consumer goods is not an easy job when they are produced on a large scale with a very wide consumer base. The success of the scheme depends upon adequate procurement and efficient distribution. As the marketed surplus of foodgrains in our country constitutes only about a third of the output, public procurement must be considerably stepped up to make it effective. Public distribution should cover not only the bulk of the urban population but also the non-cultivating population in the rural areas. The burden of procurement should be equitably borne not only by the States but also by different farmers within a State. Instead of individual holdings, family holdings should be taken as the basis for procurement. Fixation of levy price is not an easy task. Dual pricing system is recommended if all the vulnerable sections are covered by the public distribution system. The creation of "Food money", a stable and viable system of procurement and distribution of food grains, suggested by Dr. B.S. Minhas is analysed. The price situation and the magnitude of poverty in India warrant a

stable and viable system of public distribution.

PUBLIC HOUSING

HOSHINO, GEORGE and MARY LYNCH. Public housing : a case study in administrative justice. *Public Welfare*, 33(3) Summer 75, p. 41-7.

PUBLIC OFFICIALS

JAGJIVAN RAM (Union Minister for Agriculture and Irrigation). The Role of Indian administrator today. *Indian Journal of Public Administration*, 21(2) Apr.-June 75, p. 161-6.

This is an address delivered on the occasion of the inauguration of the training course on *Project Management Techniques* mounted by the Madhya Pradesh Regional Branch in collaboration with the Indian Institute of Public Administration at Bhopal on 25th May, 1975. Indian administration is regarded as the most competent in the world. After Independence the task of the administrators has become greatly diversified. Apart from the traditional administration, now they have to undertake responsibilities in the domain of industrial and commercial activity which are inescapable in a welfare state. For management in these areas specialised training is necessary. Rotation of high officers between the Centre, the States, and the Divisions and Districts will make them aware of the situation in the countryside. They should also be acquainted with the rich Indian heritage. Committed administrator does not mean commitment to the political party in power. It means commitment to the principles enshrined in the Constitution.

RIDLEY, F.F. Responsibility and the official : forms and ambiguities. *Government and Opposition*, 10(4) Autumn 75, p. 444-72.

PUBLIC OPINION

MOODIE, GRAEME C. Public opinion :

some reflections on terminology. *Political Studies*, 23(2-3) June-Sept. 75, p. 311-18.

PLAMENATZ, JOHN. Public opinion and political consciousness. *Political Studies*, 23(2-3) June-Sept. 75, p. 342-51.

PUBLIC POLICY

PUBLIC administration forum : the future of public policy-making (Contributions from diverse hands edited by Ben Kjelshus). *Midwest Review of Public Administration*, 9(1) Jan. 75, p. 43-70.

SIMHA, S.L.N. Economists' role in policy-making. *Hindu*, 29 Dec. 75, p. 6.

On the whole the performance of economists in India has been disappointing. The task of the economists in forecasting is more difficult than that of other professionals. The economic organisation and policies have become more complex after the Second World War. On the other hand, now there are better tools of economic analysis and economic data are promptly available. Economic forecasting is a matter of necessity for the developing countries. There is a substantial growth in economic and statistical research departments in Central Government, State Governments and Indian universities. The role of economists in policy-making is not enough effective due to their incompetence, their lack of courage and conviction, and predominance of political influences. If the economic advisers display courage and conviction they can succeed in preventing or reversing wrong decisions taken by Ministers and politicians. In India there is tremendous scope for economists to tender frank and constructive comments and advice to policy-makers. It is suggested that the Government of India should appoint a Council of Economic Advisers. They should give the Government their assessment of the financial and economic

situation and suggestions for policy changes.

PUBLIC POLICY—RESEARCH

ORLANS, HAROLD. Neutrality and advocacy in policy research. *Policy Sciences*, 6(2) June 75, p. 107-19.

PUBLIC RELATIONS—POLICE

OHRI, R.K. Police community relation—a systems overview. *Indian Police Journal*, 12(1) July-Sept. 75, p. 33-41.

PUBLIC WELFARE

LUTHRA, P.N. New approach to social welfare. *Kurukshetra*, 24(6) 16 Dec. 75, p. 7-9.

QUALITY CONTROL

BANDYOPADHYAY, S. Need for total quality control in rural industries. *Khadi Gramodyog*, 22(2) Nov. 75, p. 121-5.

RAILWAYS

KHOSLA, G.S. Idle railway wagons : making the best of an opportunity. *Statesman*, 23 Dec. 75, p. 6.

—Railways and research; ensuring safety, economy & comfort. *Statesman*, 3 Oct. 75, p. 4.

RAILWAYS—FREIGHT RATES

BOSE, S.K. Commercial aspects of railways and freight-rating policy. *Economic and Political Weekly*, 10(38) 20 Sept. 75, p. 1511-16.

RAILWAYS—STATISTICS

MORRIS, MORRIS DAVID and CLYDE B. DUDLEY. Selected railway statistics for the Indian subcontinent (India, Pakistan and Bangladesh), 1853-1946-47 (entire issue). *Artha Vijnana*, 17(3) Sept. 75, p. 187-304.

REAL PROPERTY—TAXATION

DATAR, ASHOK R. A Case for progressive property tax in Bombay. *Economic Times*, 19 Dec. 75, p. 5.

REGIONAL PLANNING

BRAHME, SULABHA, KUMUD PORE and S.H. PORE. Requisite infrastructure and urban network in Marathwada region. *Civic Affairs*, 23(2) Sept. 75, p. 5-9.

ZAHEER, M. Regional planning for integrated area development. *Community Development and Panchayati Raj Digest*, 7(2) Oct. 75, p. 43-6.

RENT—REGULATION

FRANKENA, MARK. Alternative models of rent control. *Urban Studies*, 12(3) Oct. 75, p. 303-8.

KAPOOR, B.D. Landlord vs. tenant : Delhi cases analysed. *Economic Times*, 30 Dec. 75, p. 5.

ROADS—LIGHTING

SHENOY, A.P. Streetlighting in Bombay city. *Civic Affairs*, 23(4) Nov. 75, p. 43-5.

RULE OF LAW

TRIPATHI, P.K. Rule of law, democracy, and the frontiers of judicial activism. *Journal of the Indian Law Institute*, 17(1) Jan.-Mar. 75, p. 17-36.

This article is based on one of the three lectures delivered by the author, Member, Law Commission of India at the Patna University as the Baldev Sahai Law Lectures in December, 1972.

RURAL ELECTRIFICATION

PRASAD, SIDDESHWAR. Role of panchayats in rural electrification. *Panchayat Aur Insan*, 7(6) Sept. 75, p. 3-6.

RURAL-URBAN MIGRATION

DASGUPTA, BIPLAB and ROY LAISHLEY. Migration from villages. *Economic and Political Weekly*, 10(42) 18 Oct. 75, p. 1652-62.

KATZENSTEIN, MARY FAINSOD. Politics of population movements : the case of Bombay. *Economic and Political Weekly*, 10(51) 20 Dec. 75, p. 1955-9.

In this paper, an attempt is made to analyse the emergence of this 'Nativism' in Bombay. It is shown that the growth of Shiv Sena since the mid-1960s has not been entirely due to the influx of non-Marathi speaking immigrants to Bombay, and that causes for the growing strength of 'Nativism' in many areas of the country have not always been of a demographic character. The burgeoning growth of many large cities in India has been due less to natural expansion than to vast urbanward migrations. Bombay, Delhi, and Madras among others, have seen their populations inflated by the daily arrival of migrants. The large influx of population into the cities has challenged both politicians and planners. Housing, transportation, health, and employment needs of an ever increasing population have taxed the skills of urban administrators and the resources of city government. In addition, the tensions emerging between migrant and local populations, reflected in the sons-of-the-soil movements, have caused widespread concern.—*Reproduced*.

MAHMOOD, ASLAM. Patterns of migration into Indian cities : a multivariate analysis. *Manpower Journal*, 11(2) July-Sept. 75, p. 65-86.

SALES TAX

KRISHAN KUMAR. Delhi sales tax : a case for revision. *Economic Times*, 13 Nov. 75, p. 5; 14 Nov. 75, p. 5.

SHARMA, KESHAV DEV. Sales tax collection : plan to restructure system.

Economic Times, 10 Dec. 75, p. 5.

The leakage of sales tax revenue is the heaviest. Moreover in the present system there is delay in depositing the tax with the government. An outline of the present system is presented. A new system is proposed for the collection and remittance of tax through the sales tax stamps. Important features of the new system and its distinct advantages over the present system are explained.

SANITATION

MICHAEL, V.P. Socio-economic aspect of urban conservancy : a case of Maharashtra with special reference to Bombay. *Economic Times*, 18 Oct. 75, p. 5.

SCHEDULED CASTES AND TRIBES

BAPUJI, M. (Research Scholar, Andhra University). Panchayati raj in tribal areas. *Mainstream*, 14(17) 27 Dec. 75, p. 11-13.

Panchayat Raj system was introduced in Tribal areas along with the rest of the country as a tool of democratic decentralization. The new leadership is based on the principle of election through democratic methods and exercise of the power according to the popular will. The traditional leadership was based on hereditary principle and was highly authoritarian. Panchayat Raj institutions could not penetrate into the traditional lives of the Tribal people. In this system non-tribals occupy several high posts in the tribal blocks and at the decision-making levels also high posts are held by them. The simpleminded and illiterate tribals are not able to understand the complicated administrative system. The basic characteristics of the Tribals of the past, like poverty, illiteracy, indebtedness, insanitation and social backwardness are still there. Twenty-point economic programme can be successfully implemented here with certain modifications. In Panchayat Raj institutions only Tribals should be allowed to contest elections.

In Tribal welfare schemes traditional habits and sentiments of the tribals should be taken into consideration. Legislative and administrative measures should be taken to liquidate their indebtedness and they should be given timely and sufficient loans for their needs. Only the people having sympathetic attitude for the Tribals should be appointed to work in these areas. Agriculture and forest-based industries are their main source of livelihood. So these should be given priority in tribal areas.

SCHEDULED CASTES AND TRIBES

D'SOUZA, VICTOR S. Scheduled castes and urbanization in Punjab : an explanation. Sociological Bulletin, 24(1) Mar. 75, p. 1-12.

REDDY, V. MALLA. Industrial prospects in tribal tracts of Andhra Pradesh. Khadhi Gramodyog, 22(3) Dec. 75, p. 157-65.

Though the tribal tracts in Andhra Pradesh are rich in natural resources, much benefit is not accrued to the tribals. Because of low incomes and higher expenditures, indebtedness is rampant among them. It is imperative to diversify their occupational pattern by making them active partners in the industries based on forest and mineral resources. The rural industries that can be developed with the active partnership of the Girijans and made economically viable with the forest, mineral and agricultural resources available in the Adivasi areas are mentioned.

SUDERSANAM, B. (Block Assistant Public Relations Officer, Narsampet, Warangal Distt.). Tribal development in Warangal. Kurukshetra, 24(6) 16 Dec. 75, p. 15-16.

This article is about Koya tribals in Warangal district of Andhra Pradesh. For years non-tribals are occupying cultivable government lands which are

meant for tribals. Legal steps are in progress to clear the area. An outline of an integrated scheme for the development of tribals with central assistance is presented.

SCHOOLS

BANERJEE, SIVADAS. Schooling in West Bengal; misgivings over reform. Times of India, 6 Oct. 75, p. 8.

BHATIA, C.M. and VIJAY K. SETH. Hierarchy in the system of school : political economy of education. Sociological Bulletin, 24(1) Mar. 75, p. 13-28.

SCIENCE AND STATE

LOWE, P.D. Science and government : the case of pollution. Public Administration (U.K.), 54, Autumn 75, p. 287-98.

PHILIPPART, ANDRE. Science and modern politics. Government and Opposition, 10(4) Autumn 75, p. 473-91.

SECRET SERVICE

HOWE, RUSSELL WARREN. C.I.A. in crisis. Statesman, 24 Dec. 75, p. 4; 25 Dec. 75, p. 8.

SIKKIM

GUPTA, RANJAN. Sikkim : the merger with India. Asian Survey, 15(9) Sept. 75, p. 786-98.

SLUM CLEARANCE

ABRAHAM, C.M. Slum clearance and social change. Madras Development Seminar Series Bulletin, 5(11) Nov. 75, p. 610-35.

MAYUR, RASHMI. A Suggested plan for the development of slums in Bombay. Civic Affairs, 23(2) Sept. 75, p. 15-16.

SMUGGLING

MUKHERJEE, PRANAB. Curbing economic offences. Kurukshetra, 24(1) 1 Oct. 75, p. 39-40.

SOCIAL CHANGE

EDWARDS, JOHN. Social indicators, urban deprivation and positive discrimination. *Journal of Social Policy*, 4(3) July 75, p. 275-87.

HILLER, HARRY H. A Reconceptualization of the dynamics of social movement development. *Pacific Sociological Review*, 18(3) July 75, p. 342-60.

OOMEN, T.K. Agrarian legislations and movements as sources of change: the case of Kerala. *Economic and Political Weekly*, 10(40) 4 Oct. 75, p. 1571-83.

SENGUPTA, RAMPRASAD. Technology and social dynamics: feudalism and its decline. *Economic and Political Weekly*, 10(38) 20 Sept. 75, p. 1504-10.

SOCIAL MOVEMENTS

SARUP, GIAN. A Reference group theory of social movement and identity. *Social Science*, 50(4) Autumn 75, p. 219-26.

SOCIAL POLICY

BIRRELL, DEREK and ALAN MURIE. Ideology, conflict and social policy. *Journal of Social Policy*, 4(3) July 75, p. 243-58.

MAJONE, GIANDOMENICO. The Feasibility of social policies. *Policy Sciences*, 6(1) Mar. 75, p. 49-69.

SOCIAL PROBLEMS

KARIYAL, SIDDHARTHAN. The War on dowry—ultimately, it is a question of upgrading our value system. *Yojana*, 19(21) 1 Dec. 75, p. 24-7.

SRIVASTAVA, R.G. The Dowry system. *Hindustan Times*, 25 Oct. 75, p. 7; 27 Oct. 75, p. 7.

SOCIAL SCIENCES

VAN ROSSUM, WOUTER. The problem of cognitive institutionalization in the social sciences: the case of Dutch sociology. *Social Science Information*, 14(2) 75, p. 155-72.

SOCIAL SCIENCES—RESEARCH

FINIFTER, BERNARD M. Replication and extension of social research through secondary analysis. *Social Science Information*, 14(2) 75, p. 119-53.

SOCIAL SERVICE

JONES, TERRY. Some thoughts on coordination of services. *Social Work*, 20(5) Sept. 75, p. 375-8.

SOCIAL SERVICE—JUDICIAL DECISIONS

JOHNSON, FRANK M., Jr. Court decisions and the social services. *Social Work*, 20(5) Sept. 75, p. 343-7.

SOCIAL WORKERS

DINERMAN, MIRIAM. Options in social work manpower and education. *Social Work*, 20(5) Sept. 75, p. 348-52.

SOCIOLOGY

MAHESHWARI, T.R. What ails Indian sociology? *Hindustan Times*, 18 Nov. 75, p. 7.

SZACKI, JERZY. "Schools" in sociology. *Social Science Information*, 14(2) 75, p. 173-82.

SOCIOLOGY, RURAL

IQBAL, BADAR ALAM. "Rural India, the real India"—an analysis of its past and present. *Modern Review*, 137(1) July 75, p. 29-34.

SOCIOLOGY, URBAN

MELLOR, ROSEMARY. Urban sociology in an urbanized society. *British Journal of Sociology*, 26(3) Sept. 75, p. 276-93.

STEEL INDUSTRY AND TRADE

SARADHY, I. Partha. Mini vs. integrated steel plants. *Economic Times*, 25 Dec. 75, p. 5.

STUDENTS—POLITICAL ACTIVITIES

COMMEN, T.K. Student power in India : a political analysis. *Political Science Review*, 14(1-2) Jan.-June 75, p. 10-38.

SUPERVISORS

CUMMINGS, PAUL W. Occupation : supervisor. *Personnel Journal*, 54(8) Aug. 75, p. 448-50.

TAMIL NADU INDUSTRIAL INVESTMENT CORPORATION

RAMESH, M.S. The Fixed deposits of Tamil Nadu Industrial Investment Corporation. *Indian Journal of Public Administration*, 21(2) Apr.-June 75, p. 208-30.

TAXATION

IDACHABA, F.S. Statistical evidence on tax revenue instability in Nigeria. *Quarterly Journal of Administration*, 9(3) Apr. 75, p. 307-16.

REDDY, K.N. Inter-state tax effort. *Economic and Political Weekly*, 10(50) 13 Dec. 75, p. 1916-24.

Though the Sixth Finance Commission has come out against the use of tax-effort as a criterion for determining the devolution of statutory transfers from the Centre to the states, the relevance of the tax-effort criterion cannot easily be dismissed, especially if importance is attached to the objective of

equitable distribution of the overall burden of taxation. Operationally also to ignore inter-state differences in tax-effort is to put a premium on low tax-effort and to promote laxity in tax effort on the part of the states. To the extent that the Finance Commission's award ignores tax-effort, there is, therefore, even greater need for the Planning Commission to give weightage to this criterion in its distribution of Central transfer. This article examines the various measures of tax-effort with a view to arriving at a reliable indicator of comparative tax-effort by the different states.
—*Reproduced.*

TAXATION—EVASION AND AVOIDANCE

MEHER, M.R. Will new ordinance help convert black money into white ? *Capital*, 175(4386) 30 Oct. 75, p. 569+

MUKERJEE, DILIP. After the stick, the carrot—from black to white money. *Times of India*, 11 Oct. 75, p. 6.

TAXATION—LEGISLATION

MEHTA, S.R. The Meaning of the recent taxation amendments. *Commerce*, 131(3361) 18 Oct. 75, p. 672-3.

TEACHERS

AMRIK SINGH. Incompetent teachers : the case for periodic assessment. *Statesman*, 29 Dec. 75, p. 8.

TECHNOLOGY

MEHTA, P.C. Relating management & technology inputs to socio-economic conditions. *Economic Times*, 4 Oct. 75, p. 5+

NAMBIAR, K.K.G. Import of technology. *Indian Express*, 6 Dec. 75, p. 6.

TELEVISION

DHAWAN, B.D. INSAT TV plan :

questionable features and parameters. Economic and Political Weekly, 10(41) 11 Oct. 75, p. 1625-8.

TEXTILE INDUSTRY

SHARMA, D.P. Textile industry's ills. Times of India, 25 Dec. 75, p. 8; 26 Dec. 75, p. 8.

TIME AND MOTION STUDY

VEENIS, C. The Future for work study? Work Study and Management Services, 19(10) Oct. 75, p. 364-5.

TRAINING

ANTIL, FREDERICK H. Meeting the training challenge. Personnel Journal, 54(10) Oct. 75, p. 536-7+

BENSINGER, GAD J. and KAZEMEK, EDWARD A. Training of trainers. Training and Development Journal, 29(9) Sept. 75, p. 36-40.

HOLLAND, GEOFFREY. Training for the nation: the grand design. Personnel Management, 7(10) Oct. 75, p. 33-6.

KENT, GEORGE. Training is a system. Training and Development Journal, 29(9) Sept. 75, p. 10-12.

KING, PHILIP J. 'The Emperor's new clothes—revisited'. (On article published in July 1970 issue). Training and Development Journal, 29(9) Sept. 75, p. 3-5.

KOZOLL, CHARLES E. Finding the trainers among you. Training and Development Journal, 29(7) July 75, p. 12-15.

MORANO, RICHARD. Measurement and evaluation of training. Training and Development Journal, 29(7) July 75, p. 42-6.

NEWSTROM, JOHN W. Selecting training methodologies. Training and

Development Journal, 29(9) Oct. 75, p. 12-16.

ODIORNE, GEORGE S. The Hard technologies of training. Training and Development Journal, 29(9) Oct. 75, p. 3-7.

REDDIN, W.J. Effective international training. Management in Government, 7(2) July-Sept. 75, p. 153-69.

SCHRELLO, D.M. How interdisciplinary training pays off. Training and Development Journal, 29(8) Aug. 75, p. 16-20.

STOVALL, ROBERT G. Four steps to better training results. Training and Development Journal, 29(9) Oct. 75, p. 18-19.

ZIDERMAN, ADRIAN. Costs and benefits of manpower training programmes in Great Britain. British Journal of Industrial Relations, 13(2) July 75, p. 223-44.

TRAINING—FARM LABOUR

NANDE, N.G. Agriculture labour workers' training camp in Bombay. Socialist India, 11(20) 18 Oct. 75, p. 24-5.

TRAINING—EXECUTIVES

MONAT, JONATHAN S., ROBERT T. PATTON and DEAN C. ELIAS. Improving management training using apprenticeship principles. Training and Development Journal, 29(9) Oct. 75, p. 20-46.

TRAINING—SUPERVISORS

LATIF, T.A.A. Supervisory manpower: some aspects of training and development. Manpower Journal, 11(2) July-Sept. 75, p. 33-51.

TRAINING—PERSONNEL, PUBLIC

DAYAL, ISHWAR. Development of

administrators. *Economic Times*, 15 Dec. 75, p. 5; 16 Dec. 75, p. 5.

In this article the author has briefly discussed the strengths and weaknesses in personnel administration in Government of India and the need for taking certain steps to prepare the administration for future tasks. Personnel administration in government is highly complex because of its size, the variety of the tasks it handles and the vast area it covers. The important aspects of the politico-administrative character of the public system which impose certain limitations on personnel administration in government are analysed. More careful career planning to give broader based experience is necessary to prepare the administrators for future tasks. For devising a programme of systematic development of human potential in public administration, action in three areas seems necessary. The areas are: 1. General policy decisions; 2. Emphasis on apprenticeship and planned experience; and 3. Training in areas in which new skills are necessary. These three areas analysed.

TRANSPORTATION

PRASAD, ISHWARI. Indian transport 2001 A.D. *Hindustan Times*, 4 Dec. 75, p. 7.

An assessment of the transport needs in the next 25 years is complicated. Transport planning must take into account the volume of demand and the technological and modal choices. Indian attempts to improve the standards of rural transport have not been successful. For the integrated economic development villages must be brought in the main stream of economic life. A switch-over from the bullockcart to the truck will change the nature of rural transport but the trade-off between them is difficult to assess. The railways and roads will retain their primacy in inter-urban transport. By the end of this century

railway freight traffic may triple. Road freight traffic will expand and catch up with rail freight traffic. Major cities will have quick transit systems and some of them may have a network of underground railways. In sea cargo, rapid increase in containerisation is expected. Technological improvement in air transport is quite apparent. The structural transformation in quality and quantity of transport will raise the problem of coordination.

TREATIES

VARMA, PREM. Indo-Soviet treaty on friendship and non-alignment: a leftist's view. *Journal of Constitutional and Parliamentary Studies*, 9(1) Jan.-Mar. 75, p. 79-87.

UNEMPLOYMENT

CRONER, CLAES. Labour-intensive construction methods and unemployment: World Bank study on substitution of labour and equipment in civil construction. *Economic and Political Weekly*, 10(46) 15 Nov. 75, p. 1771-9.

DESAI, V.V. PIREP: a spatial approach to rural unemployment. *Kurukshetra*, 24(3) 1 Nov. 75, p. 9-11.

METCALF, DAVID. Urban unemployment in England. *Economic Journal*, 85(339) Sept. 75, p. 578-89.

RAY, SHANKAR. Unemployment in developed nations. *Economic Times*, 17 Oct. 75, p. 5.

RUTLEDGE, PHILIP J. The Recession and urban populations. *Public Welfare*, 33(3) Summer 75, p. 18-25.

URBANISATION

BRUTZKUS, ELIEZER. Centralized versus decentralized pattern of urbanization in developing countries: an attempt to elucidate a guideline principle.

Economic Development and Cultural Change, 23(4) July 75, p. 633-58.

EVERS, HANS-DIETER. Urbanization and urban conflict in Southeast Asia. Asian Survey, 15(9) Sept. 75, p. 775-85.

IQBAL, BADAR ALAM. Urbanisation in U.P. Civic Affairs, 23(2) Sept. 75, p. 19-20.

SINHA, S.K. Urbanisation in Maharashtra. Economic Times, 14 Dec. 75, p. 4+.

SURESH KUMAR. Urbanization and its administrative challenges-II. Civic Affairs, 23(2) Sept. 75, p. 21-5.

ZAIDI, S.T.H. Urban sprawl. Civic Affairs, 23(4) Nov. 75, p. 7-12.

VALUE ANALYSIS

RAO, P.S. Value analysis : the biggest thing since mass production. Lok Udyog, 9(8) Nov. 75, p. 13-18.

VILLAGE PANCHAYATS

DAS, L. LAKSHMANA. (Minister for Panchayati Raj, Andhra Pradesh). Panchayati raj bodies in Andhra Pradesh. Mainstream, 14(15) 13 Dec. 75, p. 21-3.

With the promulgation of Panchayat Samithis and Zilla Parishads Act in 1959, Panchayati Raj institutions started functioning in Andhra Pradesh. The institutions functioned very well up to 1964, but thereafter they lost their dynamism and initiative. To revitalise them several recommendations are made by two committees headed by J. Vengala Rao and C.Narasimham. In view of these recommendations the existing Acts are proposed to be amended through two bills which are now before the Joint Select Committee. The salient features of the proposed legislations are pointed out.

HIRA SINGH. Panchayats for rural weak. Mainstream, 14(15) 13 Dec. 75, p. 25-6.

IYER, HARIPAD R. SUBRAMANIYA. (College of Post-graduate Studies, Gandhigram, Dist. Madurai). Panchayati raj : grass-roots approach to rural democracy. Mainstream, 14(15) 13 Dec. 75, p. 26-8.

The importance of total integrated rural development as an integral part of a total integrated national development cannot be overemphasised since this is the goal of the fifth Five Year Plan. If democracy is to be strong in our country, it must be strong in the villages that constitute the country, and integrated national development without total integrated rural development is meaningless. Grass-roots or participatory democracy is a good, practical and simple remedy for many of the socio-economic ills of the rural community, and a bulwark against national disintegration, centralisation, dictatorship and bureaucracy. Participatory democracy is an attempt to build democracy deep down from the grass-roots or village upwards.

A genuine movement towards participatory or grass-roots approach to democracy and development and making the Panchayati Raj bodies as incubators for participatory democracy and development and, hence, becoming the basis of Indian federal polity with a view to achieving rural community development and democratic development, is the crying need of the hour.—*Author*.

JAIN, DHARAM CHAND. (Government College, Bhilwara, Rajasthan). Challenges to panchayati raj. Kurukshetra, 24(5) 1 Dec. 75, p. 10.

Under Panchayati Raj, decision-making authority regarding development matters of the rural areas is transferred to villagers and their elected local

bodies. The reasons responsible for lack in success are pointed out.

SUBRAMANIAM, C. (Union Finance Minister). Panchayati raj and integrated rural development. *Kurukshetra*, 24(6) 16 Dec. 75, p. 5-6.

This is an extract from the inaugural address of the Union Finance Minister, at the Bangalore Divisional Level Conference of the Village Panchayat Chairmen, Bangalore on 9th November 1975. The initial impact and visual success achieved by Panchayati Raj system has not been sustained. Whatever the reasons, decentralisation of powers and responsibilities has to be accepted as a fact of life. No democratic institution will be acceptable to people unless it makes a massive dent in the biggest challenge of eradicating poverty. Panchayati Raj institution should evince keen interest in integrated rural development. The starting point for better utilisation of financial resources should be the exploitation of natural resources with the help of available human resources.

VITAL STATISTICS

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